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US EDITION

December 2025/
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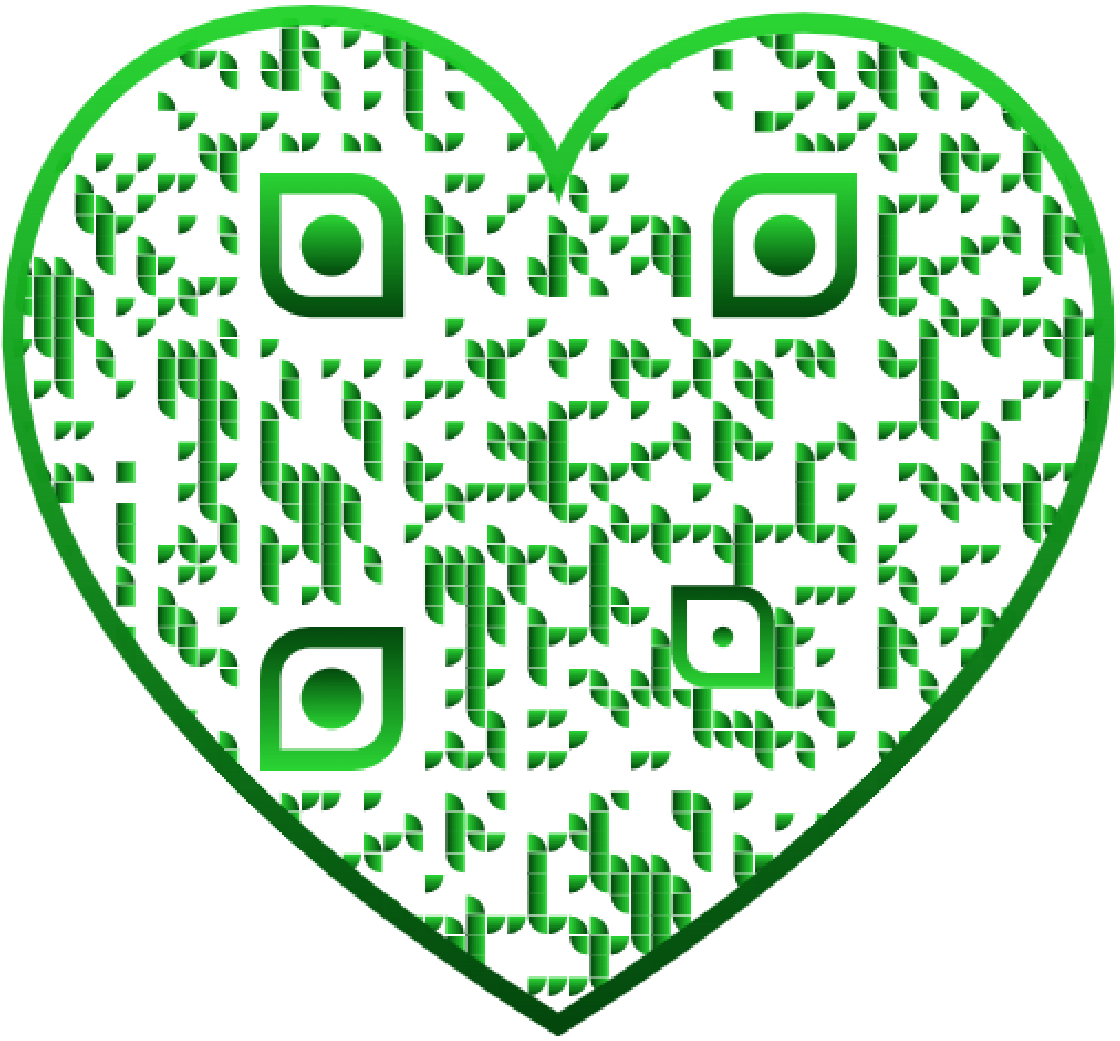
CHEF **DANIEL BOULUD** HITS THE HEIGHTS WITH HIS GLOBAL RESTAURANTS, PRODUCT LINES AND TRAVEL COLLABORATIONS



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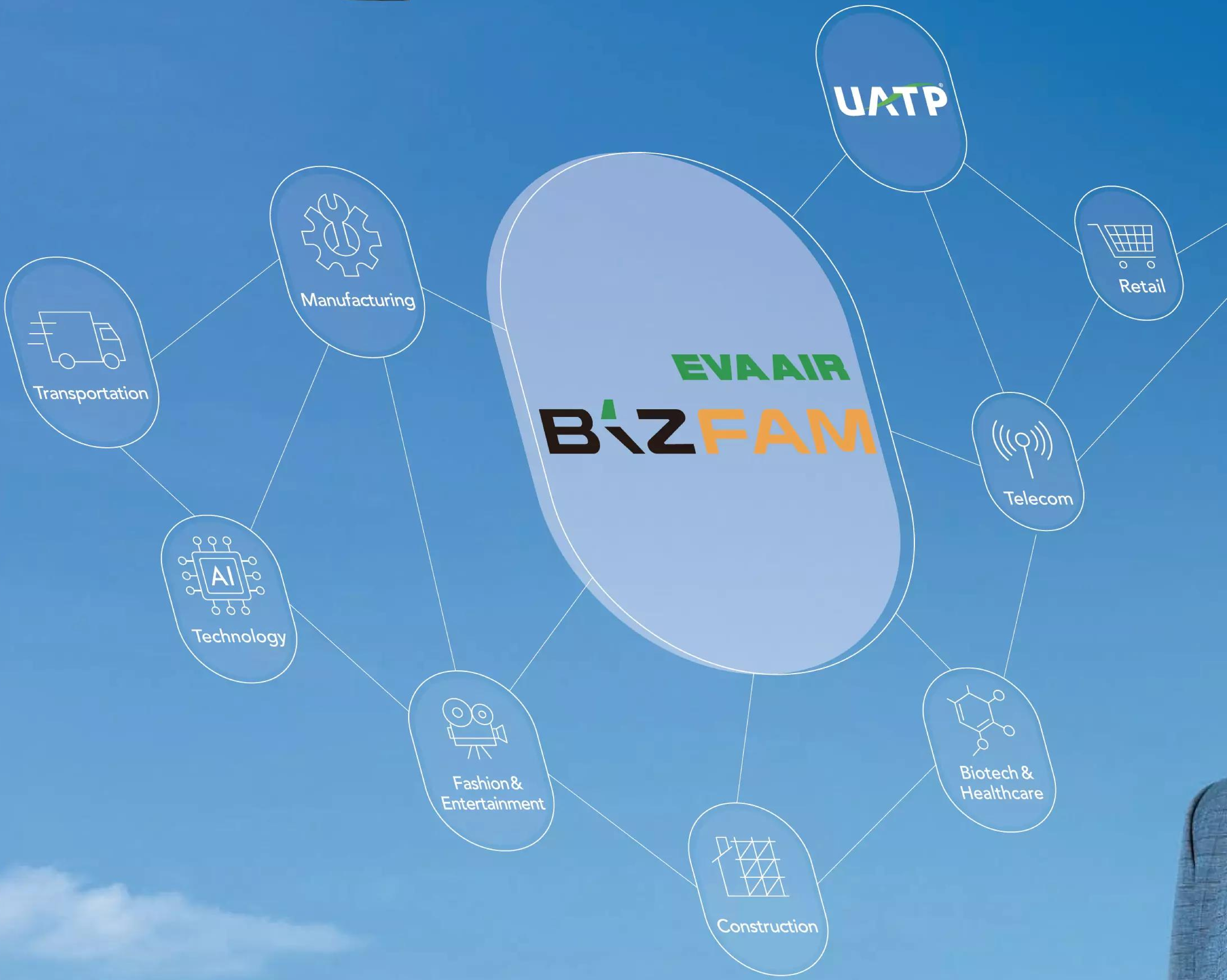
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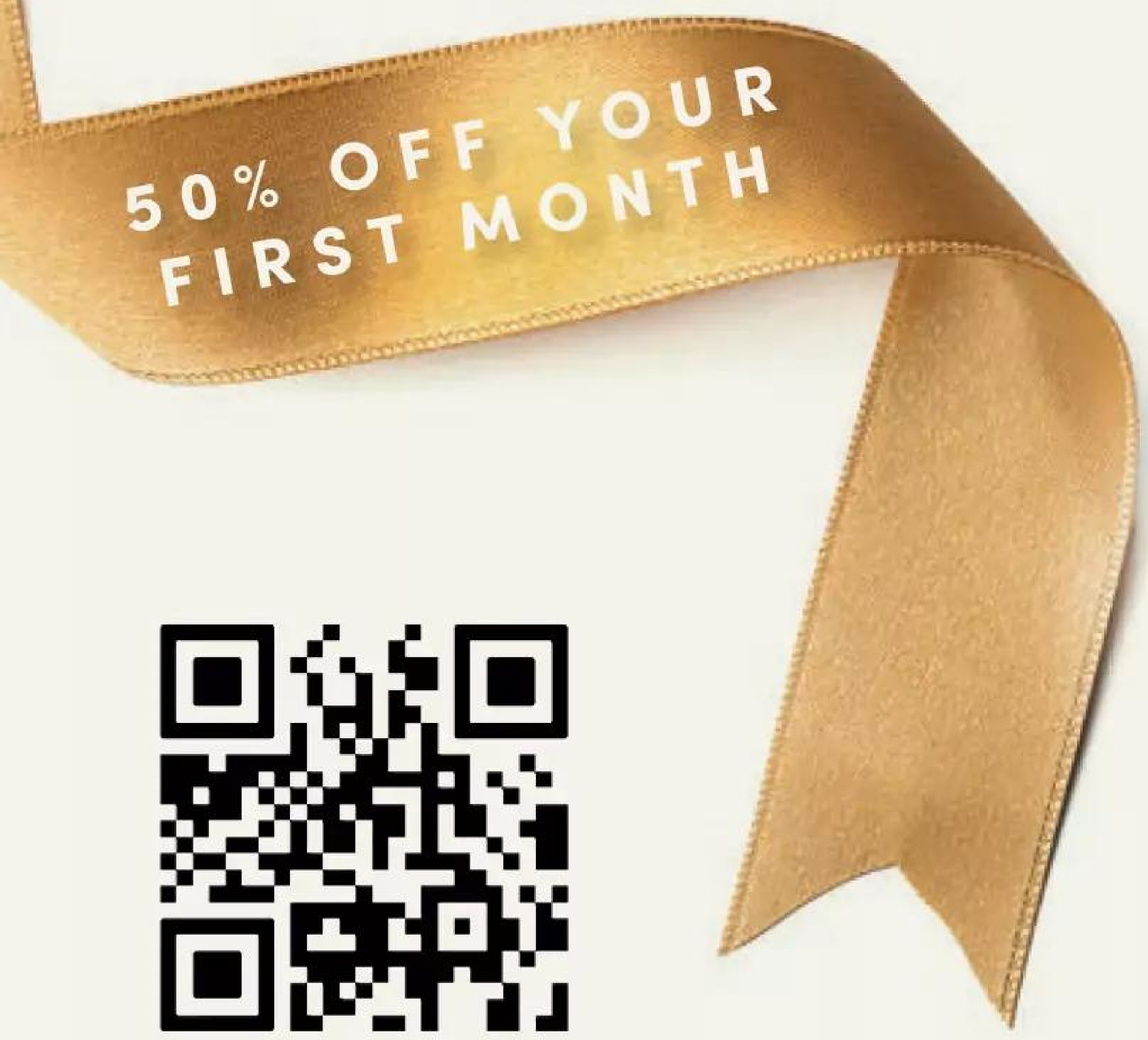

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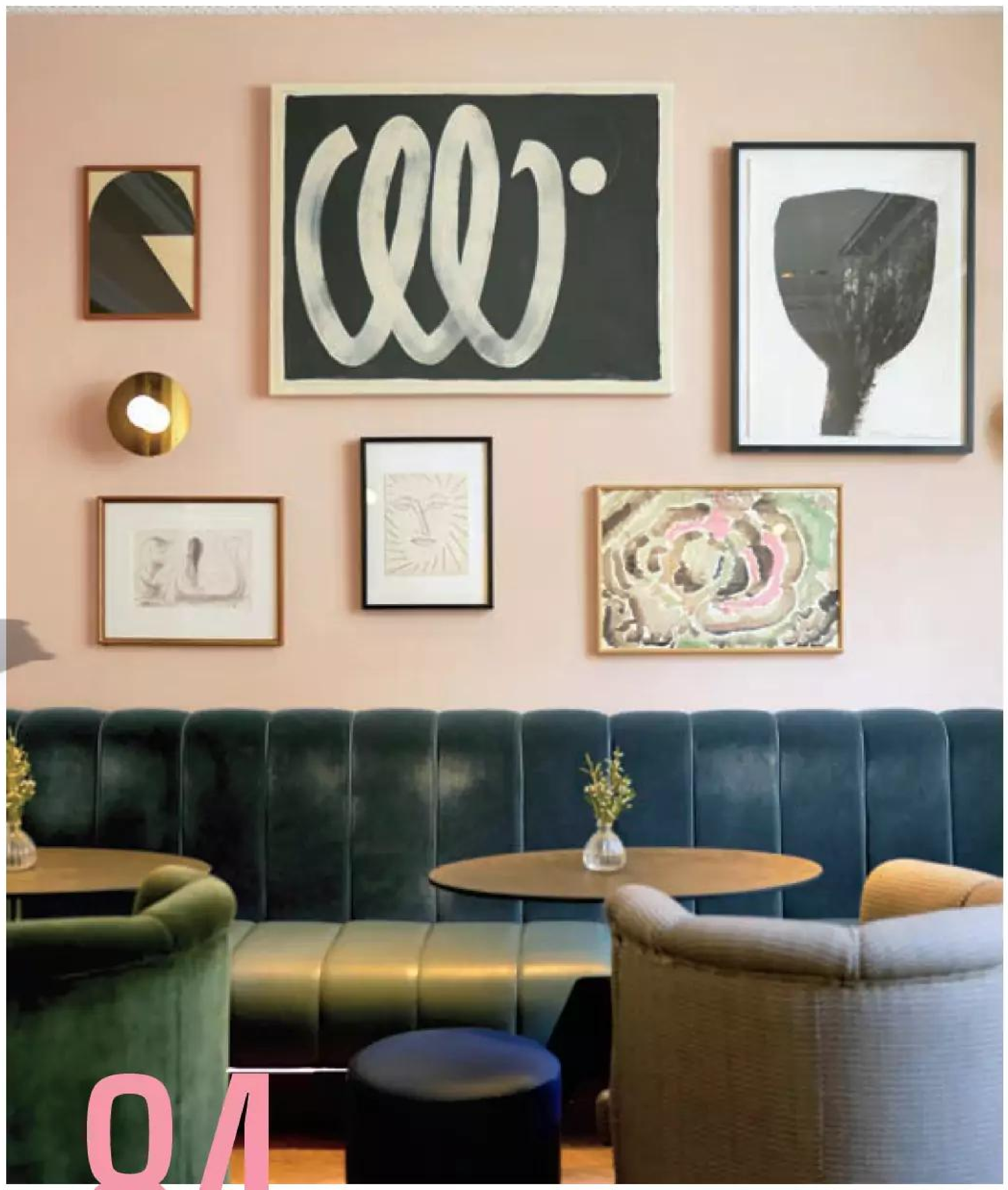

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HAUTE CUISINE

ON THE COVER
Daniel Boulud photographed by Todd Coleman at Summit One Vanderbilt, New York City

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EDITOR'S LETTER

WELCOME TO OUR special December/January double issue celebrating the best of the winter season. Our cover star is renowned chef Daniel Boulud, whose global restaurant portfolio, in locations from New York to Dubai to Singapore, has collected a trove of accolades, rave reviews, Michelin stars and James Beard triumphs. Our exclusive story details his views on success (consistency and communication are essential) and delves into his multifaceted philanthropic work for food charities including Citymeals on Wheels and Food1st. He also discusses the importance of "expanding, exposure and marketing," which encompasses not only his cookware and food lines sold on Goldbelly and elsewhere, but also his culinary collaborations with travel behemoths Air France and Celebrity Cruises.

Our travel aviation feature looks at seven destinations ideal for the holidays and beyond, from Hawaii and Colorado to Morocco, Spain and Australia. Find out the new airline routes (and points perks) to get there, and discover the inspiring properties and activities that await. And as always, our annual ski feature showcases the major expansions, offers and initiatives taking place this season in resorts from Utah, Idaho and Montana to Chile and the Italian Dolomites. Although powder powers the experience, off-slope cultural pursuits have become a key attraction for skiers and nonskiers alike.

Elsewhere, we investigate the global rise in literary tourism, as travelers seek out the settings of their favorite books; preview Delta's new uniforms and United's fresh destinations; and speak with Vista founder Thomas Flohr about the future of private aviation. And don't miss our dive into Lamborghini's heritage laboratory in Italy, where more than 60 years of the brand's autos are authenticated by a team of highly specialized experts.

Please enjoy this issue.

Eric Newill

Eric Newill
Editor in Chief

CONTRIBUTORS

ANDREW NICKEL
ILLUSTRATOR
Inside, Nickel brings to life our aviation travel feature, which reports on winter getaways and the airlines providing connectivity there. "My work is influenced by things I saw when I was young. This is inspired by *Frosty the Snowman*." His clients include Apple and *GQ*.

STEPHANIE VERMILLION
WRITER
This month, wellness editor Vermillion takes readers into the wild, exploring the health benefits offered to visitors by safaris around the globe. "Active safaris provide a true immersion into a destination." She is the author of *100 Nights of a Lifetime: The World's Ultimate Adventures After Dark*.

TERRY ZARIKIAN
WRITER
Inside, culinary editor Zarikian chats exclusively with our cover star, chef Daniel Boulud, about his global restaurants and more. "He is the friendliest, most down-to-earth person." In "Tried & Tested," Zarikian reviews Miami's Red Phone Booth. He writes for *Courant* magazine.

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AIRLINES
Delta unveils its new uniforms

STYLE
A travel-themed jewelry collection

EVENTS
Tech wonders and tennis titans

HOTEL
Openings on our radar

Memos

Airline and travel info from around the globe

Sister Ship restaurant at the Faraway hotel, Nantucket, Massachusetts

DESTINATIONS

True Stories

How literary tourism brings books to life

STORY BY **TODD PLUMMER**

AROUND THE WORLD, readers are increasingly seeking out destinations that blur the line between fiction and reality. Future Market Insights projected that global literary tourism is expected to grow 50 percent by 2034, up to $3.3 billion.

And Hollywood is fanning the flames. *Frankenstein* has come back to life with Guillermo del Toro's long awaited adaptation of Mary Shelley's Gothic classic filmed partly in Scotland. Emerald Fennell (*Saltburn, Promising Young Woman*) has a saucy new retelling of *Wuthering Heights*

Continued from previous page

on deck for Valentine's Day, capturing all the ghostly beauty of Northern England's moors.

"We've seen an extraordinary rise in guests who come to live inside their favorite novels," says Andrew Jordan, executive vice president of YTL Hotels, whose portfolio includes England's **Gainsborough Bath Spa**. "Our literary visitors were seasoned travelers with a fondness for Austen and history—but now we're seeing younger guests, too, inspired by modern retellings and period dramas."

Bath, of course, is where Jane Austen once strolled the Assembly Rooms and Shelley wrote much of *Frankenstein*. At The Gainsborough, guests can soak in the city's natural thermal waters, then wander cobbled streets that have inspired everything from Austen's novels to the *Bridgerton* franchise.

High-end tour operators have spotted this trend and are capitalizing on it. Red Savannah, the British outfitter known for its tailor-made journeys, recently introduced a seven-day "In the Footsteps of Jane Austen" itinerary through Southern England in honor of Austen's 250th birthday. "This itinerary appeals to culturally minded travelers who want to walk in the footsteps of iconic literary figures," says Camilla Davidson, Red Savannah's head of destination management. "Literary journeys deliver something emotionally resonant and intellectually enriching. For many, a literary journey isn't just a vacation—it's a cultural pilgrimage." Davidson points to other destinations seeing a similar glow-up: the moors of Yorkshire, immortalized in *Wuthering Heights*; the Lake District, a UNESCO World Heritage landscape once walked by Wordsworth and Coleridge; and Devon, where Agatha Christie's genteel murder mysteries still lure a loyal crowd.

Across the Atlantic, a more modern kind of literary tourism is reshaping one of America's most storied islands. Nantucket has experienced increased star power in recent years thanks to adaptations of its resident novelist Elin Hilderbrand's *The Perfect Couple* (2024) and *The Five-Star Weekend* (due in 2026).

"We're seeing a fascinating shift in why people travel to Nantucket," says Steve Rubin, CEO of Collared Martin Hospitality, which manages several hotels on the island, including **Faraway** and **Blue Iris**. "Now we're welcoming visitors discovering the island through books, film or shows. They arrive with a romanticized vision, drawn to the storytelling and atmosphere."

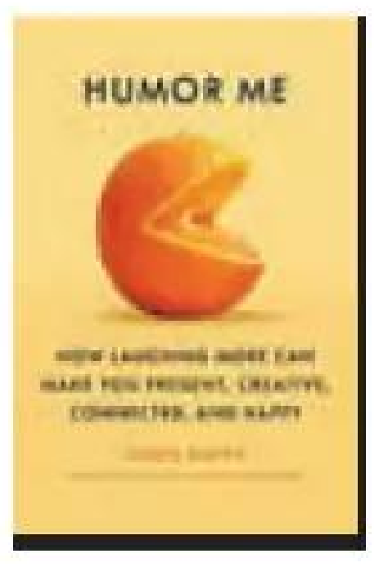
In Newport, Rhode Island, the **Brenton Hotel** has launched a Bed Breakfast & Books package. Meanwhile, Explore Worldwide has created a Four Corners Book Club where travelers can plan trips inspired by novels such as *Memoirs of a Geisha* and *The Nightingale*. In a recent survey, 72 percent of its travelers said they've visited a destination based on a book they've read. In an age when everything feels algorithmic and fleeting, the idea of tracing a story through the real world feels resonant.

And maybe that's the point. In an industry obsessed with pinpointing the next destination, the next trend, the next big thing, literary tourism reminds us that the most rewarding journeys are often the ones that have already been written.

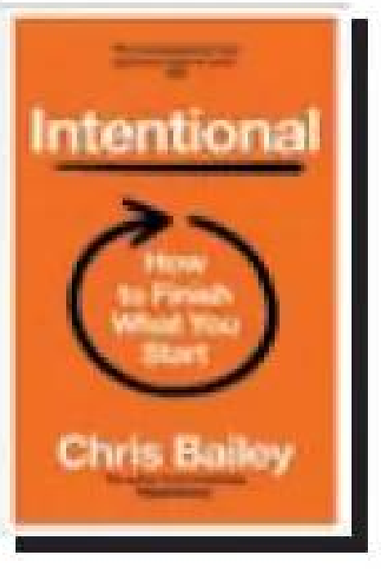
> "A literary journey isn't just a vacation—it's a cultural pilgrimage."

FROM TOP
The Gainsborough Bath Spa, England; The Living Room restaurant at the Brenton Hotel, Newport, Rhode Island

BOOKS



Humor Me: How Laughing More Can Make You Present, Creative, Connected, and Happy **by Chris Duffy (out 1/6)**
According to Chris Duffy, laughter is a tool for improving friendships and reducing stress. He draws on conversations with comedians to show the power of a good laugh, and offers tips on honing your sense of humor.



Intentional: How to Finish What You Start **by Chris Bailey (out 1/6)**
Bailey lays out strategies that prioritize reaching your goals and letting go of anything that gets in the way: Find a way to make boring tasks appealing, institute a system for tracking your progress. And his philosophy is working: He has brought his methods to organizations such as Amazon.

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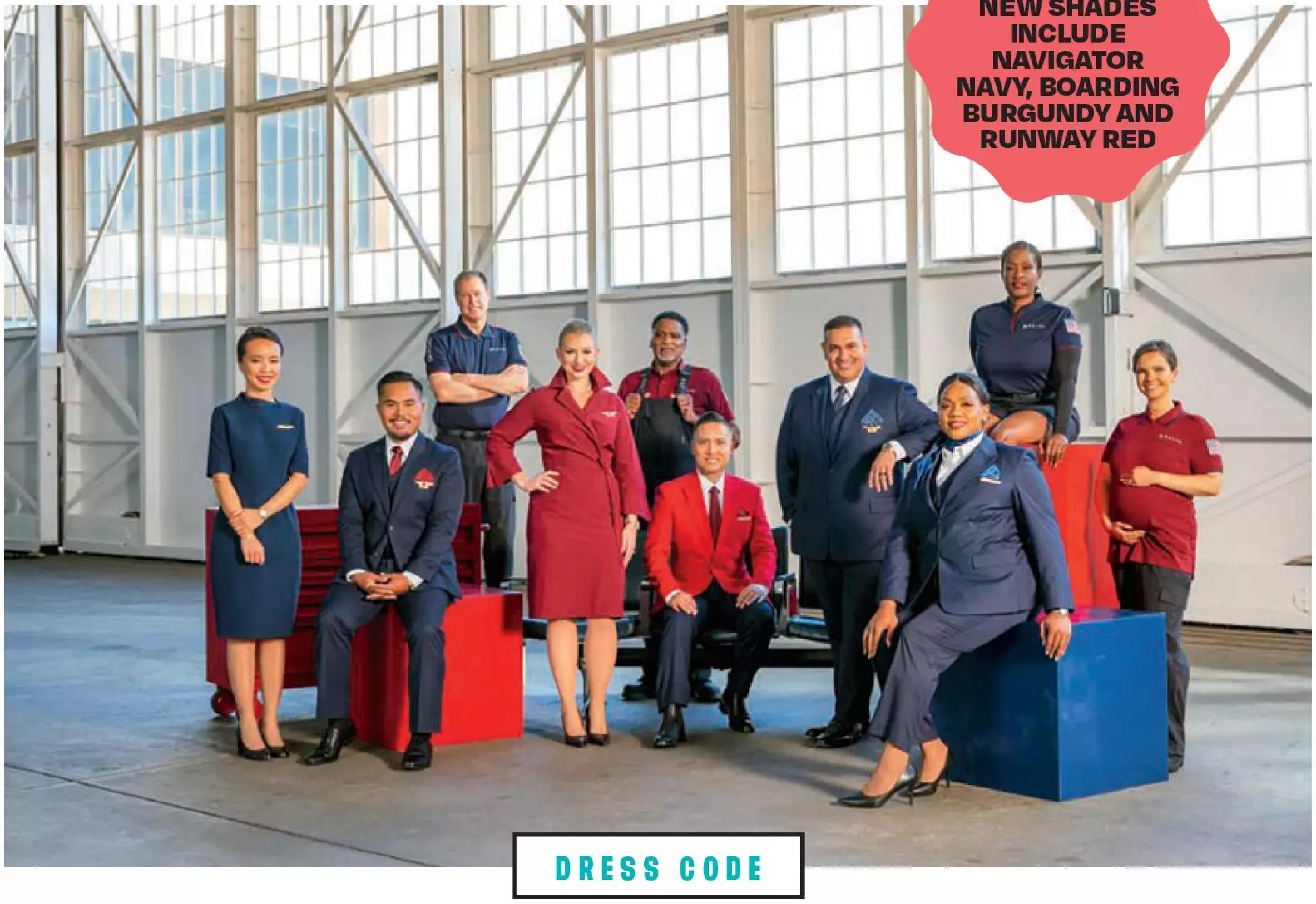
STORY BY
KATIE KELLY BELL

DRESS CODE

Style and Substance

Delta launches new uniforms based on feedback from its employees



The new Distinctly Delta uniform collection

COLOR FIELD

NEW SHADES INCLUDE NAVIGATOR NAVY, BOARDING BURGUNDY AND RUNWAY RED

DELTA AIR LINES unveiled its new uniform collection in November—a project two years in the making that incorporated feedback from all 65,000 employees through focus groups, surveys and job shadowing. Designing a cohesive look that reflects the voices of that many people was no small feat. As CEO Ed Bastian said at the runway debut, "This new uniform collection has been a long time coming, but the reason it's been so long is that we wanted to make sure we got it exactly right."

Delta design lead Thomas Vasseur echoed that sentiment: "The voices were consistent on everything needed. It was extremely clear, and we really needed to follow what they were saying."

The unifying theme across the debut is "what's old is new again." Several classic pieces have been reimagined, and Delta's iconic colors—long part of its visual DNA—are making a comeback. Managing director of onboard strategy and experience Ekrem Dimbiloglu said, "It's about our people, our culture, and caring for one another while doing our very best. As we entered our 100th year, we heard loud and clear that returning to our iconic brand colors was a must." Those colors now carry aviation-inspired names: Navigator Navy, Boarding Burgundy and Runway Red—the latter reserved for the airline's famed Red Coats.

The design process was far from linear. After gathering data from employees, the team presented an initial draft. Reception was muted. So Vasseur, Dimbiloglu and their colleagues went back to the drawing board. "We had a simple mantra when we started this program," Dimbiloglu said. "Listen, act, listen. There were 65,000 voices, but every one of them mattered, and we wanted to make sure we got it right."

After the 2018 uniform rollout, many employees reported skin reactions. That experience put fabric safety at the top of Delta's priorities.

The new uniforms, produced by Lands' End, now go beyond the Standard 100 by Oeko-Tex, a global certification that tests textiles for harmful substances.

Employees also voiced strong opinions about functionality. Pockets, seams and pant styles were among the most discussed topics. "We heard from the men loud and clear: 'We can't all fit in one style of pants,'" said Dimbiloglu. "We should have options. So now we have two pant styles to ensure that, no matter your role, you feel good in what you're wearing."

For female Red Coat employees, the collection introduces a first-ever Red Coat dress, while the wrap dress—a longtime favorite—makes a triumphant return. "It's beautiful," Dimbiloglu said. "It's reimagined, but it retains the spirit and look of the wrap dress we all know and love."

Another first is the introduction of the Delta Elite uniform. "We've never had an elite uniform collection," Dimbiloglu explained. "But we've been on a journey to be the premium airline in the world. It was about time our uniforms did the same."

> "We've been on a journey to be the premium airline in the world. It was about time our uniforms did the same."

Carla Roberts-Jeter, Delta's project manager, summarized the guiding principle: "Insights gained helped us stay true to what was most important—fit, functionality, comfort and looking their best." Delta plans to launch a wear-test program in 2026, inviting 1,500 employees to evaluate the new pieces in real-world conditions. "We'll be gathering feedback on fit, function and feel—what works, what doesn't, and what can be done better," said Dimbiloglu. "This isn't a one-and-done moment. It's a living, breathing collaboration with our people."

Delta expects its workforce to don the new collection by 2027, marking the culmination of a process that honors both tradition and transformation—proof that when an airline listens to its people, style and substance can take flight together.

IMAGES **COURTESY OF DELTA AIR LINES**

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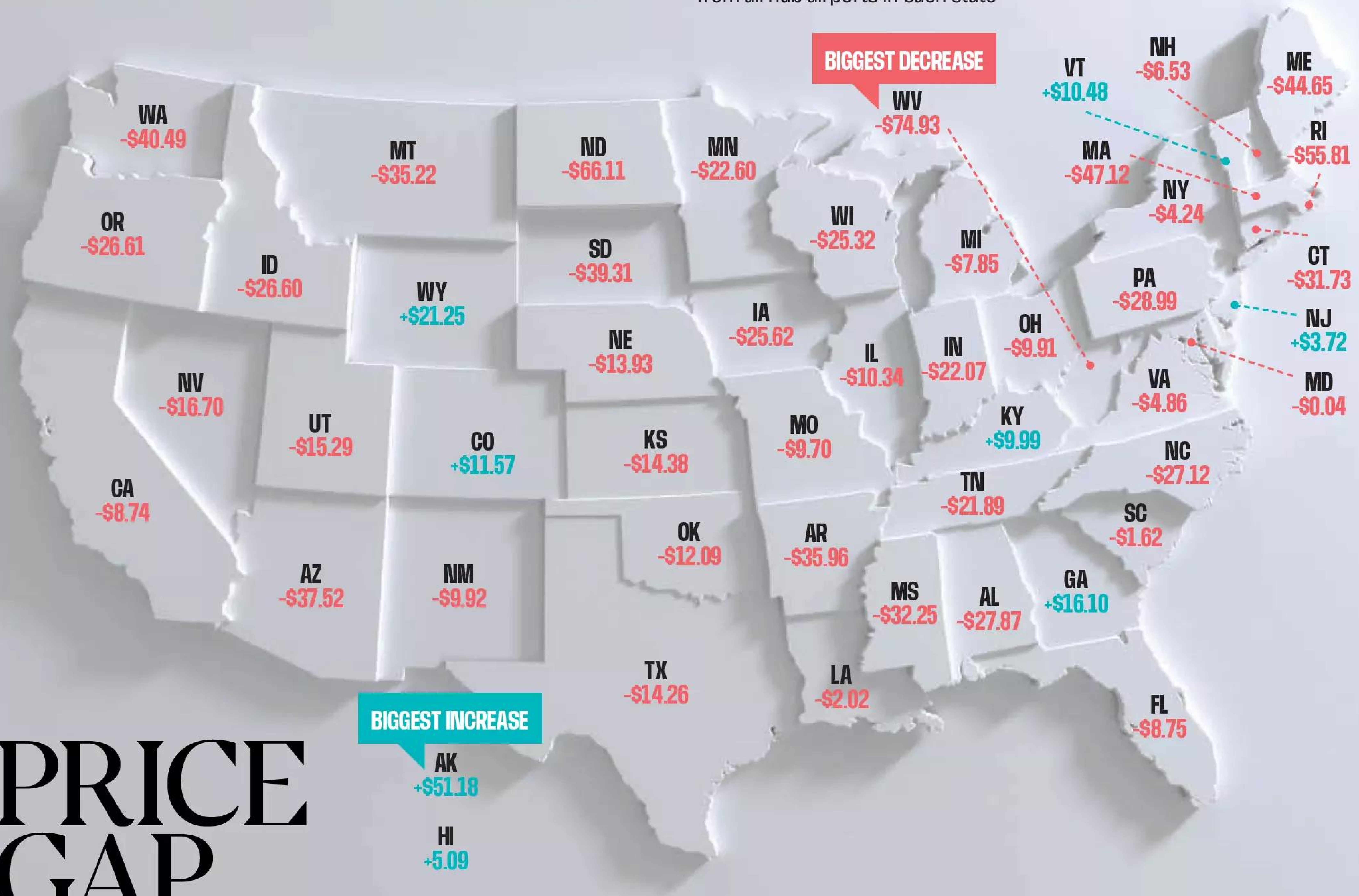
STORY BY
GEORGE GOMEZ

THE STATES WHERE DOMESTIC FLIGHT PRICES HAVE INCREASED AND DECREASED THE MOST

METHODOLOGY: NetCredit retrieved average fare data on each designated hub airport from the U.S. Bureau of Transportation Statistics for 2023 and 2024 and calculated state averages by aggregating data from all hub airports in each state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PRICE GAP

Why flying in the U.S. can seem like either a bargain or an indulgence

FLYING ACROSS THE U.S. can feel like grocery shopping where the same loaf of bread costs twice as much in the next aisle. According to NetCredit's 2025 U.S. Flight Cost Index, that pricing gap is widening in unexpected places. Using data from federal transportation and labor agencies, the study ranked states by both raw fares and affordability relative to income—and the results reshuffle the travel map.

Hawaii tops the cheap chart with an average domestic fare of $287.79, proving paradise can be affordable thanks to dense interisland and West Coast traffic. New Jersey ranks second, where higher local wages make flights the equivalent of 8.41 hours of work, followed by Florida, where ultra-low-cost carriers flood airports with deals.

Florida's discount trio—Orlando Sanford ($129.99), St. Pete-Clearwater ($132.18) and Punta Gorda ($142.09)—all come in under $150. These airports, powered by Allegiant Air, function like warehouse clubs for travelers: low frills, big savings.

At the opposite extreme sits Jackson Hole, Wyoming, where a ticket averages $611.73. The airport's wood-paneled terminal feels more private lodge than public gateway—luxurious, exclusive and priced accordingly.

Alaska also saw fares rise sharply, with Anchorage up $58.11 and Fairbanks up $44.26, reflecting how geography dictates cost when air travel is the only option. In Mississippi, passengers must work nearly 20 hours to afford a flight, compared with four in Florida.

Not every story is about rising costs. West Virginia posted the nation's largest fare drop—down $74.93—after Breeze Airways expanded routes from Charleston, shaking up what was once one of the most expensive markets.

For most Americans, the skies are getting cheaper: 41 states recorded fare declines. Yet affordability depends as much on wages and competition as on geography. In 2025, air travel in America is a tale of two realities—one where flights feel like a Costco run, and another where they're still Whole Foods luxury. Knowing which side you're on can make all the difference.

> **In Mississippi, passengers must work nearly 20 hours to afford a flight.**

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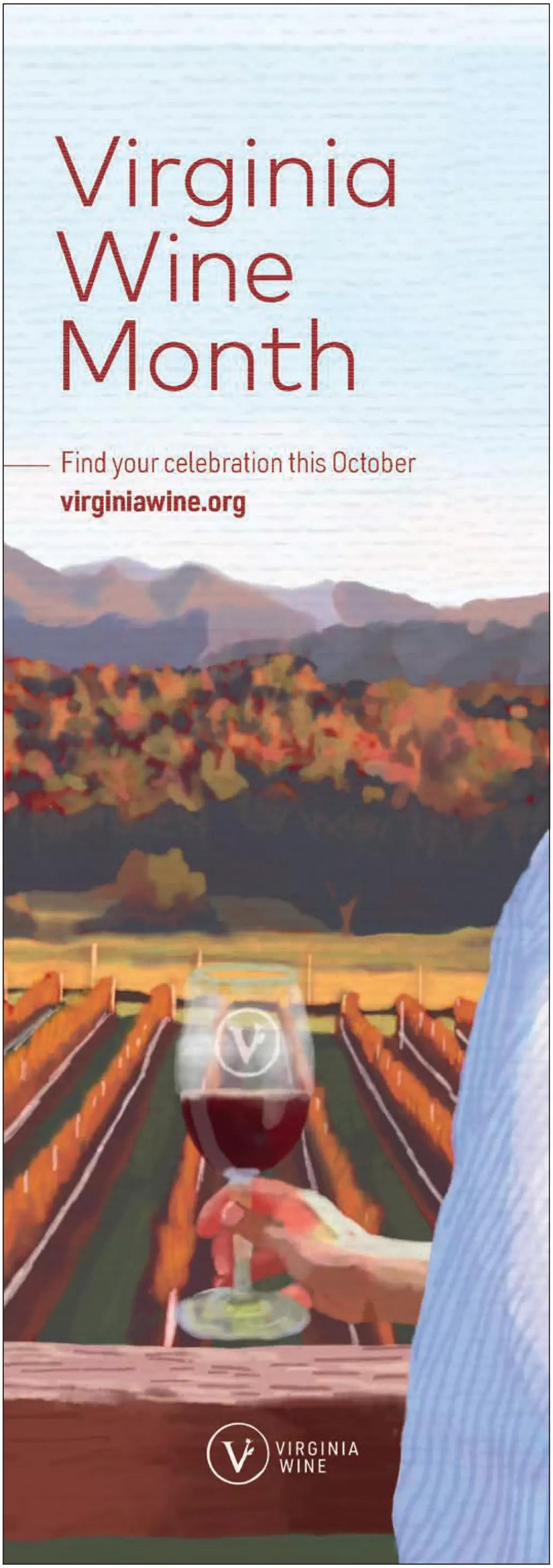


STORY BY
ENRIQUE PERRELLA

A Strong Finish

Turkish Airlines ends the year on a roll

TURKISH AIRLINES IS closing out 2025 as if it's still accelerating down the runway, not slowing for taxi. While many carriers spent the year playing defense against high costs and aircraft delays, Turkish kept its eyes fixed on the horizon—expanding its network, securing record-breaking aircraft orders, and posting another quarter of solid results.

The airline carried 27.2 million passengers between July and September—its busiest third quarter ever—and marked its 18th straight quarter of growth. That kind of momentum has made Istanbul one of the world's most connected hubs.

At the heart of this story is ambition. The airline has confirmed plans to acquire up to 75 Boeing 787s, including 35 787-9s and 15 of the longer 787-10s, with options for an additional 25 aircraft. This marks the airline's largest order for Boeing wide-body planes to date and is part of an extensive procurement program for 600 Boeing and Airbus aircraft. "These advanced aircraft will enhance our operational capabilities and support Turkish Airlines' Vision 2033 of expanding our fleet to 800 aircraft," said the airline's chairman, Ahmet Bolat.

That fleet expansion will feed directly into one of the airline's fastest-growing markets: the United States. The airline now serves 14 U.S. cities, with some operating more than once daily.

Financially, 2025 wasn't all tailwinds. Revenues in the third quarter rose nearly five percent to approximately $7 billion, but profits dipped 21 percent to $1.1 billion as global costs climbed. The carrier still finished the quarter firmly in the black—a reminder that Turkish's business model depends on growth and reach as much as it does on yield. In simpler terms, the airline made a little less per passenger but carried more of them than ever before.

Turkish also surprised the market by acquiring roughly a quarter of Spain's Air Europa, giving it a foothold in Madrid—an ideal springboard for flights to Latin America.

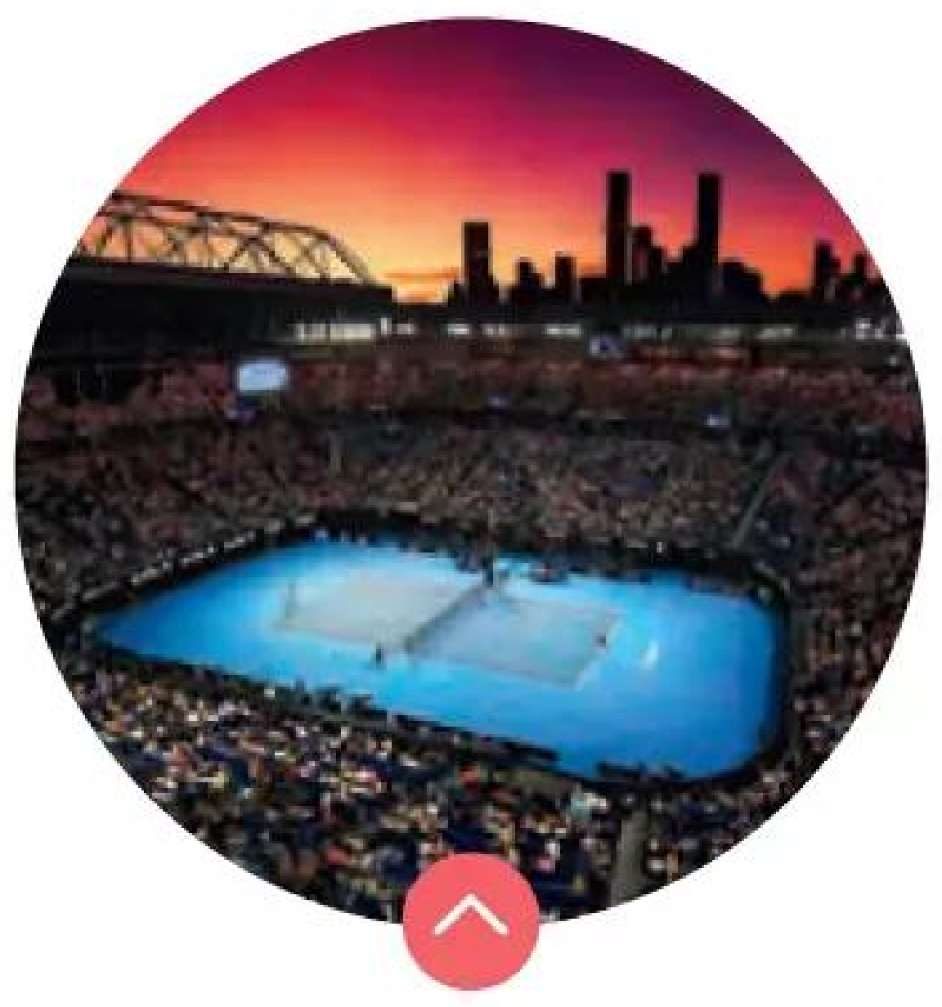
For an airline already serving more countries than any other, it's another layer of global influence. With 506 aircraft in service, orders stacked high, and its network reaching farther than ever, Turkish ends 2025 on a confident note.

IMAGES **COURTESY OF TURKISH AIRLINES**

STORY BY
GEORGE GOMEZ

IMAGES TENNIS AUSTRALIA/ MORGAN HANCOCK/ COURTESY OF VISIT VICTORIA; CONSUMER TECHNOLOGY ASSOCIATION (CTA)®; BREANNA DOWNS / COURTESY OF 2025 SUNDANCE INSTITUTE; ADOBE STOCK; COURTESY UNITED AIRLINES

EVENT CALENDAR

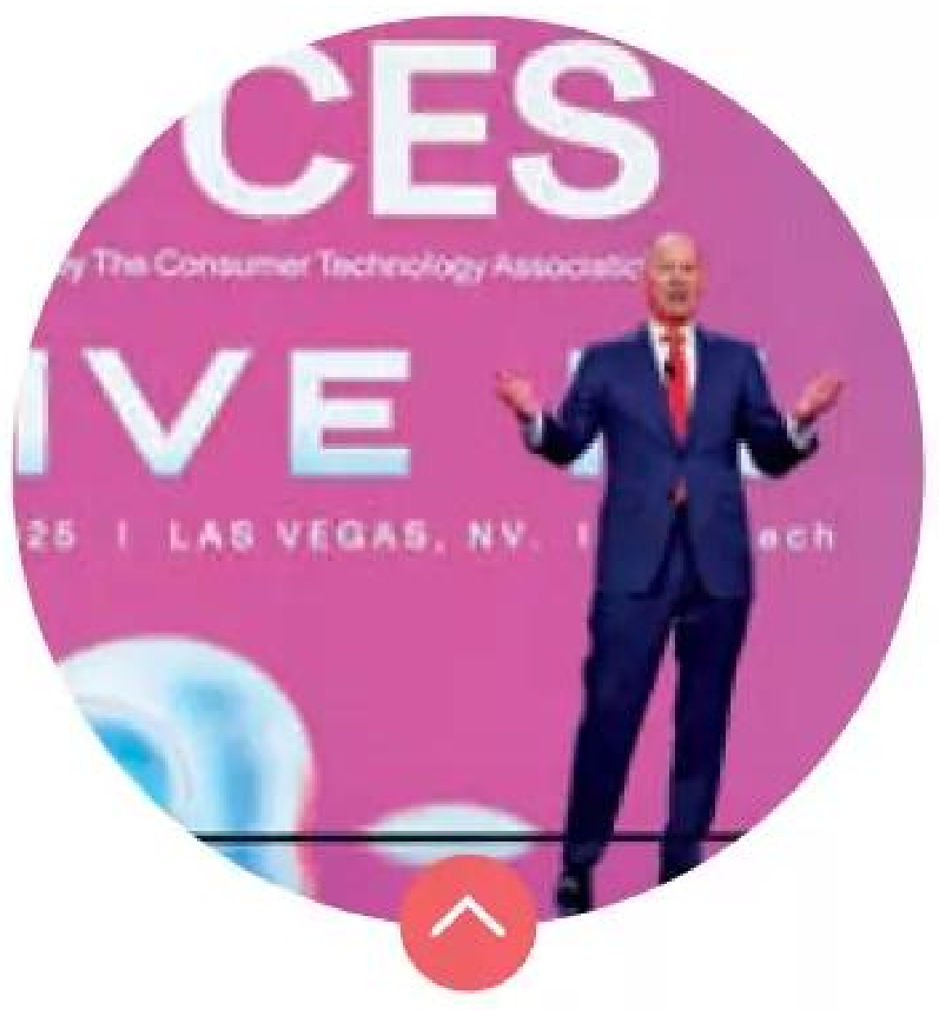


Australian Open

Jan. 12-Feb. 1

Melbourne's Grand Slam tennis tournament sparks weeks of competitive matchups between top-seeded players, including Jannik Sinner, Carlos Alcaraz, Aryna Sabalenka and Coco Gauff. Partners include Emirates, Rolex and Aperol.

ausopen.com

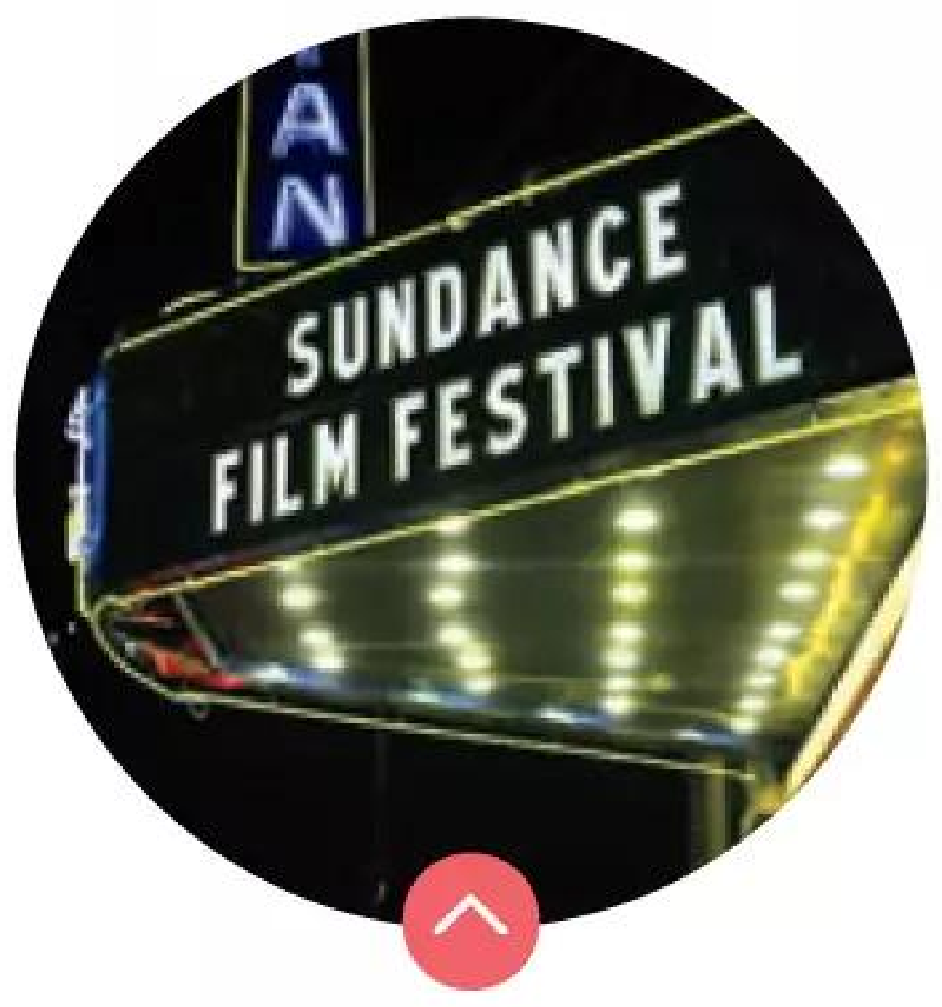

CES
by The Consumer Technology Association
IVE
25 | LAS VEGAS, NV.

CES

Jan. 6-9

One of the country's largest technology showcases returns to Las Vegas, unveiling the latest digital innovations that aim to reshape our future. This year's conference program will focus on AI, beauty and fashion tech, robotics and more.

ces.tech



Sundance Film Festival

Jan. 22-Feb. 1

Cinema aficionados enjoy a lineup of independent screenings, premieres and events, including a celebratory tribute to the festival's founder, Robert Redford. Activations take place throughout Park City.

festival.sundance.org

Santiago de Compostela, Spain

Scenic Routes

United adds more unique cities to its global map

UNITED AIRLINES IS once again redrawing the map. Its summer schedule introduces four new transatlantic routes from Newark—to Split, Bari, Glasgow and Santiago de Compostela—alongside added service to Reykjavík, Seoul and Tel Aviv.

The move cements United's claim as the largest U.S. carrier across the Atlantic, now linking 46 cities with nearly 3,000 weekly round trips. "As the clear flag carrier of the U.S.," said Patrick Quayle, senior vice president of global network planning and alliances, "we pride ourselves on connecting our customers to unique, trendsetting destinations no other U.S. airline serves."

Each new route adds an unexpected but calculated link. Split, Croatia's coastal gem, offers the only nonstop U.S. connection to the Dalmatian coast. Bari, the gateway to Italy's Puglia region, opens access to turquoise beaches and culinary treasures. Santiago de Compostela, at the end of Spain's famed Camino de Santiago pilgrimage, gets its first-ever direct U.S. flight. And Glasgow joins the lineup as a lively alternative to Edinburgh. From Washington Dulles, United will also launch daily Reykjavík service in May, becoming the only airline to offer lie-flat business class between the two capitals.

Europe's major hubs—London Heathrow, Paris and Frankfurt—are bursting at capacity, forcing airlines to think differently. "There just isn't room for growth in a lot of those places," noted Brett Snyder, editor of *Cranky Flyer* and cohost of *The Air Show* podcast. United's answer is to bypass congested hubs and fly directly into emerging regional markets.

> "We pride ourselves on connecting our customers to trendsetting destinations."

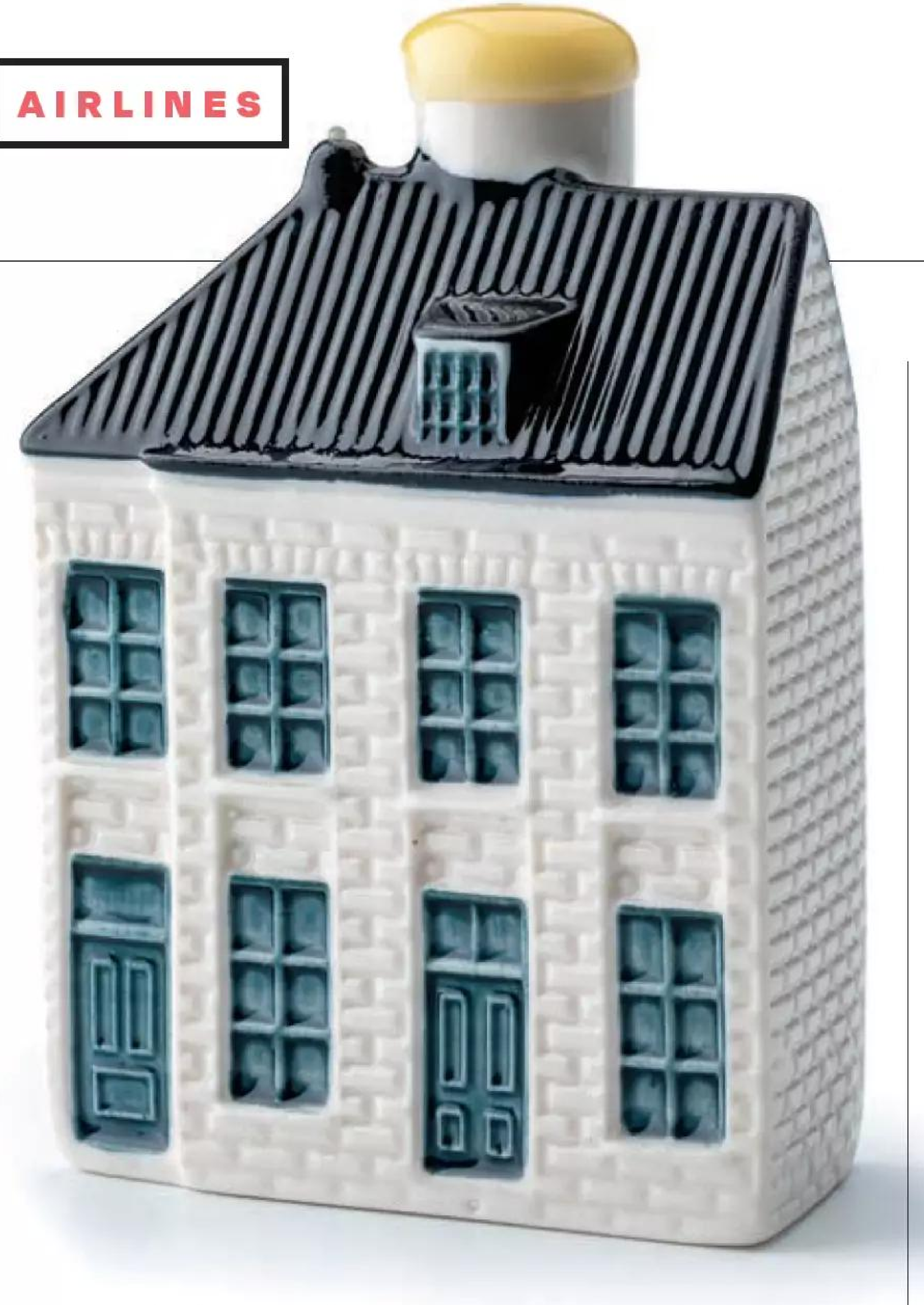
The approach is paying off. Demand for Southern Europe continues to soar, with United carrying nearly 1.5 million passengers to Italy, Spain and Portugal in 2025—an 11-percent jump from last year.

Still, questions linger: Can these smaller markets sustain year-after-year demand? Quayle seems confident. United will resume all nine routes from its 2025 expansion, including Ulaanbaatar, Nuuk, Palermo, Faro, Bilbao and Madeira, signaling commitment to experimentation.

In a world short on runway slots and long on wanderlust, United's dartboard strategy looks less like chaos and more like vision. If Quayle is throwing darts, he's hitting the bull's-eye.

→

STORY BY
RAMSEY QUBEIN



House Beautiful

KLM's latest Delft artifact celebrates Dutch-American friendship

KLM ROYAL DUTCH Airlines, the world's oldest airline still flying under its original name, marked its 106th birthday in grand yet characteristically Dutch fashion—by unveiling a tiny new Delft Blue house. This year's collectible, Villa Rameau, celebrates history, transatlantic friendship and the spirit of Thanksgiving all in one porcelain pour.

Since the 1950s, KLM has introduced a new Delft miniature each anniversary, gifting it to World Business Class passengers on long-haul flights. These blue and white *genever*-filled houses are prized by frequent flyers—so much so that collectors plan their trips around adding the latest design.

FROM TOP The 106th Delft house by KLM; Delta SVP Perry Cantarutti and KLM CEO Marjan Rintel during the celebrations

The unveiling of House #106 took place in Pieterskerk, a soaring Gothic church in Leiden that dates to the 14th century. The vast hall, illuminated by candlelight and the soft glow of blue accent lighting, offered a fittingly reverent backdrop. Guests included KLM's most loyal travelers, local dignitaries and executives from partner Delta Air Lines, which is marking its own centennial this year.

Following a welcome speech by KLM president and CEO Marjan Rintel, the new miniature was revealed on a large screen to applause from the crowd. She then presented the ceremonial first houses to Leiden Mayor Peter Heijkoop and Perry Cantarutti, Delta's senior vice president of alliances and international. "This house tells an important part of Leiden's story, from the Pilgrims to the resistance," said Mayor Heijkoop, standing beneath the church's vaulted ceilings.

The celebration continued with a Thanksgiving-inspired gala dinner served inside the sanctuary, featuring turkey, roasted vegetables and Dutch wines. Guests later strolled through narrow cobbled streets to visit Villa Rameau itself—built in the 1600s beside Pieterskerk and now home to the American Pilgrim Museum.

A Symbol of Transatlantic Connection

Chosen from a short list of 60 buildings, Villa Rameau embodies shared heritage between the Netherlands and the United States.

The Pilgrims who once lived nearby went on to celebrate the harvest festival that inspired Thanksgiving—a theme echoed in the evening's festivities.

"We're celebrating not only our birthday, but also the importance of connection and resilience," said Rintel. World Business Class passengers on KLM's intercontinental flights can now take home House #106—a miniature reminder of history, gratitude and enduring friendship across the Atlantic.

> "This house tells an important part of Leiden's story, from the Pilgrims to the resistance."

ON OUR RADAR

THE START OF the year ushers in a new class of city hotels—forward-thinking and ready for check-in. **JW Marriott** is having a moment with two milestone debuts. In Tokyo's Takanawa Gateway City development, the brand now has a 200-room property with a Zen-inspired, refined aesthetic conceived by the famed New York and Toronto design firm Yabu Pushelberg. Highlights include a JW Mindful floor featuring a spa, pool, fitness center and an array of wellness programming. On the dining front, the property has seven venues, including Kako, a traditional Japanese restaurant with a standout sake list, and Sefino, serving Mediterranean cuisine.

JW Marriott's second debut is in Reston, Virginia, near downtown D.C. It features a blockbuster art collection—don't miss the monumental outdoor sculpture *Building Bridges* by the renowned artist Lorenzo Quinn. The 247 accommodations include Mindful Rooms with jade tile floors, natural wood accents and wellness amenities. When it's time to dine and imbibe, The Simon serves mid-Atlantic cuisine with French touches, Schar Bar wows with *amaro*-forward cocktails, and JW Market tempts with an immersive Chocolate Room.

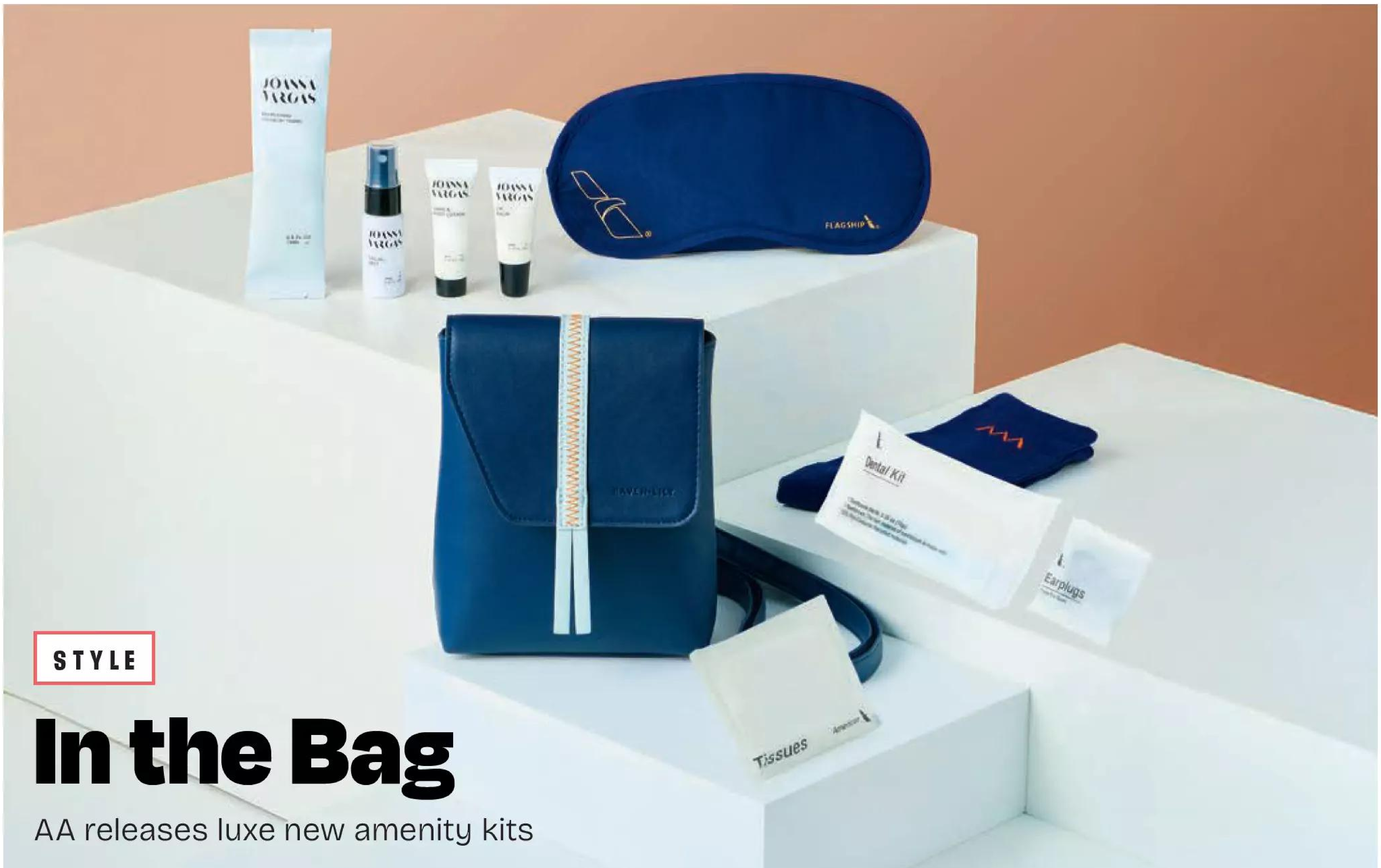
Wrapping up internationally, **The Hoxton**, a hip lifestyle brand, has added an outpost in Dublin, in the city's Creative Quarter. Housed in a Victorian building, the property has 129 rooms and features a vibrant lobby decked out in Viking-era ruins, along with a buzzy bar. To satisfy your appetite, there's an all-day Peruvian restaurant, Cantina Valentina, and the innovative Dollars—a sandwich shop by day and natural wine bar after dark.

—SHIVANI VORA

JW Marriott Tokyo

IMAGES COURTESY OF KLM; JW MARRIOTT HOTEL TOKYO

STORY BY
GEORGE GOMEZ



STYLE

In the Bag

AA releases luxe new amenity kits

AMERICAN AIRLINES HAS unveiled a fresh round of limited-edition amenity kits for its premium cabins on select international and transcontinental flights. This time, the airline has partnered with Austin-based lifestyle brand Raven + Lily for the design and tapped celebrity facialist Joanna Vargas to supply skincare products. For an airline that hasn't always been praised for consistency in premium service, this move signals a deliberate step toward elevating the passenger experience.

Artisan-Inspired Bags

Raven + Lily, known for its artisan collaborations, has designed kits intended to be reused long after the seat-belt sign switches off.

Each cabin gets its own flair: Flagship First and Flagship Suite Preferred seats receive a navy cross-body bag modeled after Raven + Lily's bestselling Yami Backpack, complete with *kantha* hand-stitched detail and a removable strap. Flagship Business and Flagship Suite seats will see a powder-blue and navy pouch with a wristlet strap, doubling as a chic organizer.

Premium Economy travelers get a structured magnetic pouch, in navy or orange, designed to double as a sunglass case—arguably the first time American has considered what happens to your shades midflight. "Every product we create at Raven + Lily is made with purpose, blending beauty and function," said CEO Kinda Lincoln. "Designing these amenity kits for American Airlines allowed us to bring that same thoughtfulness to travelers around the world. These are pieces meant to be reused, loved and carried well beyond the flight."

Flagship First and Flagship Suite Preferred amenity kits

Skincare In-Flight

The bigger story, however, may be what's inside. For the first time across all premium cabins, American is including products from Vargas, the facialist behind some of Hollywood's most recognizable complexions. Passengers can expect a hydrating hand and body lotion and moisturizing lip balm, both plant-based and travel-friendly.

"These amenity kits are more than just a travel essential—they're an elevated part of the journey," said Heather Garboden, American's chief customer officer.

"This is part of our larger commitment to delivering a premium and comfortable experience for our customers—and we're just getting started," she said.

VERDICT: STYLE WITH STAYING POWER?

For travelers accustomed to amenity kits that end up forgotten in a drawer, American's new kits stand out with functional designs that travelers may actually reuse. While it's uncertain if passengers will link these bags and skincare luxuries to a broader improvement, it's evident that the airline is making a stronger effort in this area.

IMAGES **COURTESY OF AMERICAN AIRLINES**

STORY BY
IVY YOUNG

ON THE ROAD

Why business travel makes sense for the bottom line

FOR COMPANIES BALANCING budgets and Zoom fatigue, business travel is often the elephant in the boardroom. Is it a necessary investment—or an expensive habit that belongs to a pre-pandemic world? According to a new study by Booking.com for Business, the answer depends less on how far you fly and more on what happens after you land.

So, what exactly is the return on investment (ROI) of business travel? In simple terms, it's the value your company gains compared to the cost of sending employees out into the world—airfare, hotels, meals and all. But this isn't just about expense reports. When done strategically, travel can be the fuel that keeps the commercial engine humming. Think of it like compound interest: Every handshake, every shared espresso at an airport café, every moment of genuine human connection adds to your long-term business capital. Studies show that 40 percent of deals are closed through in-person sales meetings, proving that sometimes eye contact does what email can't.

If you've ever wondered whether hopping on a plane is really more effective than logging onto yet another Teams call, here's your answer: Face-to-face meetings are 34 times more effective than virtual communication. That's not a typo—34 times. So while video conferencing might be cheaper, it rarely delivers the same spark of trust and persuasion that happens across a table. Whether you're wooing a client, onboarding a new partner, or bridging gaps between remote teams, there's still no substitute for presence.

Even internally, travel pays off. Three out of four employees surveyed said corporate trips improved their personal development, while 82 percent cited travel as essential to professional growth. More than half even reported better mental health after a trip—proof that a change of scenery can recharge more than just laptops.

FACE-TO-FACE MEETINGS ARE **34 TIMES** MORE EFFECTIVE THAN VIRTUAL COMMUNICATION

Of course, good vibes alone don't justify travel budgets. To make a CFO smile, the ROI has to be measurable. That starts with revenue versus cost—did the deals, pitches or partnerships generated by travel exceed what you spent? If so, you're already ahead.

Next, look at contract value and closure time. Did meeting in person lead to faster or more lucrative agreements? The data suggests yes. Business travel doesn't just build relationships—it accelerates momentum.

And let's not forget client retention. Keeping an existing customer is up to 25 times cheaper than finding a new one. Sometimes, maintaining that trust means boarding a plane even when the spreadsheet says no.

So how do you protect your ROI before takeoff? Start with clear goals. Define what success looks like: a new contract, a market insight, a partnership. Without metrics, travel becomes movement without meaning.

Next, bundle your trips. Visiting multiple offices or clients in one region maximizes value while minimizing costs (and jet lag). A corporate travel manager—or even the right platform—can help string together a trip as efficiently as a well-timed connection.

And don't travel for travel's sake. More than 65 percent of people prefer initial contact by email, so save your miles for when personal interaction really counts. Use virtual tools to nurture new leads, and save in-person visits for sealing the deal—or saving the relationship.

Here's the thing about ROI: Not everything that matters can be measured. A business trip might not always result in a signed contract, but it can deliver insights that reshape strategy, spark innovation or reignite team creativity. Stepping away from the desk sometimes helps people see the bigger picture—literally and figuratively.

In that sense, corporate travel isn't a sunk cost. It's an investment in momentum, connection and perspective.

So, is business travel worth it? The numbers—and human nature—say yes. Deals close faster, employees grow stronger, and clients stay loyal. In a world where digital communication reigns, those who still shake hands, share meals, and look each other in the eye are often the ones who win.

Every moment of genuine human connection adds to your long-term business capital.

IMAGES ADOBE STOCK

ACCESSORIES

The World on a String

Wear your travel memories with these personalized pieces

STORY BY
LAURIE BROOKINS

SHINE ON
The Six Image Locket is embellished with hand-pavéd staggered diamonds

HOW DO YOU carry travel memories with you always? Monica Rich Kosann has devised a pair of artful ways to honor your adventures, concepts far more enduring (and infinitely less basic) than storing photos on your phone.

The designer is celebrated for her famed lockets, substantial pieces that feel decidedly modern, and among the latest is her Six Image Diamond Locket, crafted in 18-karat yellow gold. Set on a 32-inch chain, the oval locket features a hinged panel that enables the wearer to include six images, creating a travelogue or a keepsake containing other fond memories.

For the passionate globe-trotter, the My Earth Necklace extends the idea of personalizing your travels in a piece of jewelry. When ordering, up to five diamonds can be added and set on global cities of your choosing. The first diamond is included in the purchase price, while additional diamonds are $100 each. If you're planning it as a gift for your favorite traveler, also consider that the customization requires up to an additional two weeks for placement of the diamonds.

The designer is celebrated for her famed lockets.

The Six Image Diamond Locket retails for $29,500, while the My Earth Necklace starts at $6,645 and includes one diamond. Both can be ordered online at monicarichkosann.com

GOLDEN GLOBE
The My Earth Necklace is crafted in 18-karat yellow gold and set on a 30-inch chain

IMAGES COURTESY OF MONICA RICH KOSANN

Cheers to *that*

Hospitality legend Maybourne Group crowns Billecart-Salmon as prestige House Champagne

MAYBOURNE GROUP HAS ANNOUNCED A standout partnership with Billecart-Salmon as its latest House Champagne, proudly serving it by the glass across all existing and future Maybourne properties.

HOUSE HISTORY

"Give priority to quality, strive for excellence." Billecart-Salmon's legacy has been rooted in this promise since its founding in 1818. A product of the union between Nicolas François Billecart and Elisabeth Salmon, Billecart-Salmon Champagne was born more than two centuries ago, in Mareuil-sur-Aÿ, a charming village near Epernay. What started as a newlywed venture has grown into a worldwide symbol of luxury gastronomy. Now, this Champagne epitomizes independence, global recognition, and competitive quality.

A SHARED VISION

Maybourne Group operates in a similar landscape of competitive luxury. This shared commitment to excellence builds the perfect foundation for a long-lasting, mutually beneficial, and strategic business partnership. Guests of Maybourne properties including The Connaught, Claridge's, The Berkeley, The Emory, Maybourne Riviera, and Maybourne Beverly Hills are reaping the sweet reward of this agreement.

> 'What started as a newlywed venture has grown into a worldwide symbol'

In addition to the Billecart-Salmon available, most Maybourne properties feature at least two additional cuvées by the glass. This ensures guests can discover a wider expression of product while also confirming guest

IMAGES TOP: LEIF CARLSSON

demand is always met. Not only is this partnership directly elevating the guest experience in Maybourne properties the world over, but it's also positioning both brands as leaders in their respective luxury fields.

UNLOCKING DOORS

Moreover, this pairing enables the deliverance of unique collaborations, including the exclusive Nicolas François 2012 presentation in May 2025. This prestige vintage is a tribute to founder Nicolas François (Billecart) and the house's seven generation-long legacy. To celebrate the release of this exceptional Champagne, Billecart-Salmon paired exclusively with The Connaught, Maybourne's iconic Mayfair hotel, for a one-time-only presentation in England's culinary capital. In this prestigious setting, guests were invited to savor the vintage alongside elegant bites of caviar and tuna tartare. This refined selection enhanced the Champagne's taste, delivering a truly elevated experience.

ICONIC FOR A REASON

Crafted from a selection of Great Crus from the classified vineyards of Montagne de Reims (Pinot Noir) and Côte des Blancs (Chardonnay), Nicolas François 2012 has been lauded one of the greatest vintages of its decade. It yields perfectly ripened grapes with prime richness and acidity. The vinification partially takes place in traditional oak casks, lending a refined complexity to the palate.

Other house creations include the Billecart-Salmon Le Rosé, which is considered somewhat of a reference among rosé Champagnes worldwide. Beloved for its gourmet aromas, this choice boasts a thoughtful blend of Chardonnay, Meunier and Pinot Noir vinified as red wine.

It's this innovation and commitment to quality that reinforce the relationship, inviting Champagne lovers and luxury hotel stayers alike to indulge in this artisanal intersection for years to come.

Discover world-class luxury in every sip
champagne-billecart.fr/en

CLOCKWISE FROM TOP: Champagne vineyards; ageing vessels; The Connaught bar; Mathieu Roland-Billecart, CEO and Lucas Reynaud Paligot, Head of Wine at The Connaught

CHAMPAGNE
BILLECART-SALMON
Nicolas François
2012

POINTERS

PERFECT POUR

Make sure to serve your Billecart-Salmon 2012 vintage just right. Here are our top tips to savoring it like a pro...

Keep it chilled
Refrigerate your Champagne at optimal cellar temperature (11°C–12°C) to achieve that fresh first sip

Take your time
Savour the complete taste profile of the glass – spanning warm pear, sweet vanilla and smoky spices

Pair it well
Sip it alongside light dishes like lemon-buttered sole or veal chop with chanterelle mushrooms

CORNER OFFICE *STORY BY ENRIQUE PERRELLA*

PERSONAL BEST

How Vista chairman Thomas Flohr revolutionized the world of private aviation

IN PRIVATE AVIATION, true innovation rarely takes off from a boardroom—it begins with frustration. Two decades ago, Thomas Flohr turned his dissatisfaction with charter flying into a global enterprise that now defines how the elite move between continents.

Flohr is the founder and chairman of Vista, the aviation group that reimagined how the world's most discerning travelers fly. He started with a single question: Why couldn't private aviation work like a global hotel chain—identical aircraft, identical service, anywhere on Earth?

Today, that question has evolved into a network spanning every continent. Vista operates more than 200 aircraft, employs 4,000 people, and records one takeoff or landing somewhere on the planet every two and a half minutes.

When Flohr entered the industry in 2004, he was chartering jets for his own business travel—and grew frustrated by the incredible inconsistency. "When you chartered an airplane, you didn't know what you'd get until you arrived at the airport. It could be a 20-year-old jet. I was very uncomfortable with that concept," he tells *Business Traveler*.

It wasn't just about comfort—it was about standards. "In this industry there was no global leading brand," he says. "That didn't make any sense."

The frustration led to action. "I ended up buying my own airplane," he recalls with a faint smile. "I had a great Italian designer who made it look good. I was bored by the usual white. I thought, Well, let's make them silver. But silver without the red stripe looked a bit boring—with the red stripe on it, it came alive." That look became iconic—but it was Flohr's next idea that changed the industry.

"I said, 'Why does an airplane need a home base?'" he remembers. "I was told, 'That's where the pilots live, that's where maintenance is.' But you're not flying a $50 million airplane to where the pilots sleep. They should fly to where the airplane is."

That question gave birth to VistaJet's floating-fleet model: aircraft that operate globally without a fixed base, continuously moving between client missions. "We flew to Cairo or Cape Town," he says, "and just found a client there to fly somewhere else. That's how the concept was created."

The approach revolutionized private aviation. "Owning an aircraft is inefficient," Flohr explains. "The average utilization is 250 hours

“I wasn’t chasing luxury—I was chasing consistency and standards.”

per year, but commercial airlines fly 4,000. So what if we drive more utilization through the same asset? That would bring the price point down. But that’s only possible if we had enough of a network of identical airplanes around the world.” Twenty-one years later, that network stands at 230 aircraft.

VistaJet’s next innovation was structural rather than operational. Flohr replaced ownership with subscription—a model that allows members to prepurchase a set number of flight hours over a fixed term, at a guaranteed rate.

“It’s a subscription contract,” he says. “You don’t buy a fraction or an airplane. You just pay annual up front—or quarterly—and the capital outlay is much smaller than having to buy the asset.”

The simplicity and flexibility attracted global demand. “Once you sign up, you can fly the next day,” Flohr notes. “Guaranteed availability, anywhere in the world.”

That promise depends on scale—and coordination. “We have about 150 sales executives around the world,” he says. “They know their local markets, and they work with clients to understand what they really need. We tailor the offer to exactly what that client requires.”

In March 2020, when global aviation nearly collapsed, Flohr made one of the boldest decisions of his career. “The world shut down,” he recalls. “The common sense after one week was: Whenever the world even remotely opens up, we need to fly.”

Two weeks later, he had a choice—ground the fleet or keep everything running. “I said, You know what? I’m not going to ground one single airplane or lay off one single person, because I believe what our clients are telling us—they need to fly.”

The risk paid off. “By April 2020, we were flying long-haul flights. The crews did an incredible job. Hotels were closed, so they sometimes slept on the airplane.” In the years since, Vista’s growth has been dramatic. “Between 2019 and 2024 we grew more than three times,” Flohr says.

Headquartered in Dubai, Vista now unites multiple aviation brands under one umbrella—VistaJet and XO among them—and operates across 25 offices. “The flagship program is VistaJet,” Flohr says, “typically a 50-hour-plus subscription program, with access to the entire fleet guaranteed. But not everybody flies 50-plus hours. So there’s XO, more of a digital marketplace—an online booking process—but still with a client service team if you want it.” That structure allows them to know what clients want before they ask. “The frequent flier wants guaranteed availability. The occasional flier wants flexibility. We deliver both.”

Vista’s efficiency also rests on data and global distribution. “Do we avoid empty legs entirely? No,” Flohr concedes. “But what’s important is the ratio between an empty-leg flight and an occupied flight.”

He sketches the concept as if drawing a map in the air. “Let’s say we fly to Tokyo. The typical American operator would leave the airplane there for seven days or fly it back empty. But we have a client base in Japan, in India, in the Middle East. The chances that one of our Japanese clients needs a plane the next day are very high. Maybe there isn’t one in Tokyo—but there’s one in Seoul, or Mumbai, or Dubai. So the airplane keeps flying.”

Technology underpins it all. “We have predictive models of client behavior,” he says. “Of course, AI plays a big role. We’ll do about 110,000 flights this year.”

If there’s one thing Flohr values as much as control, it’s motion. “I’m flying to Austin now,” he mentioned at the start of our conversation, “to do one of my favorite things in life—racing.”

That love of speed and precision extends beyond the racetrack. Vista is a long-term partner of Scuderia Ferrari, and Flohr himself drives for the Vista AF Corse World Endurance Championship team.

Flohr’s circle reflects the same world of excellence. He’s a close friend of Ferrari Formula 1 driver Charles Leclerc, who serves as a VistaJet ambassador and exclusively flies with the company alongside his fiancée and their dog.

Vista’s expansion now reaches from the Americas to the Middle East and Asia. The company became the first international operator authorized for domestic flights in Saudi Arabia, supporting the Kingdom’s Vision 2030 plan to liberalize aviation.

“If I could recreate anything on the 21-year journey,” Flohr reflects, “I should have come to America earlier—before 2014.” Today, the U.S. accounts for half of Vista’s business, growing more than 15 percent per year.

For all the numbers, what defines Flohr is something intangible—an engineer’s intolerance for inefficiency paired with an artist’s sense of form.

His silver jets, identical down to the grain of leather and the angle of the logo, are the physical expression of a single idea: Perfection is repeatable.

“People ask if I’m happy when I see our planes at various airports,” he says, half amused, half serious. “I’m not. They should be flying.”

FACTS TO KNOW

A Record-Breaking Order

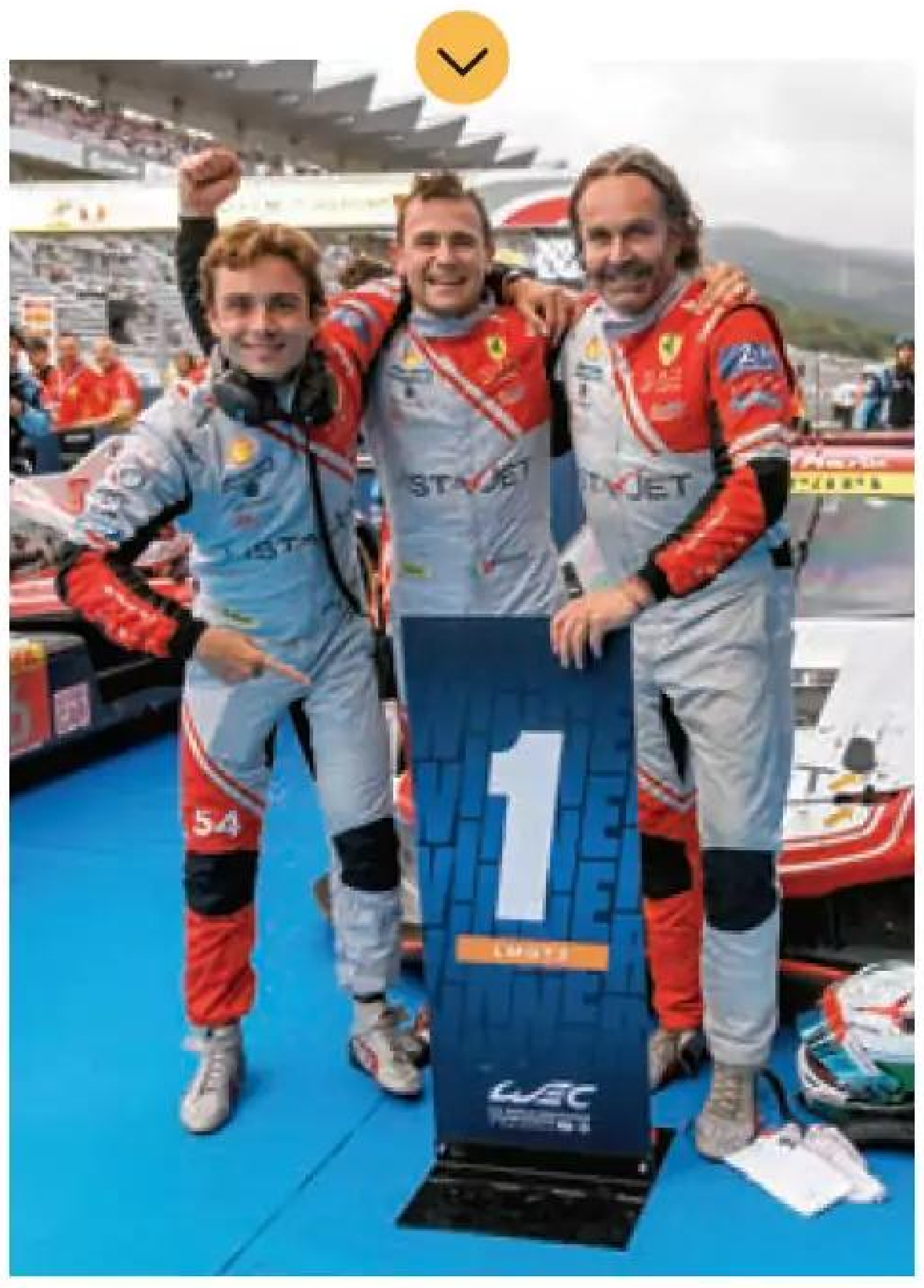
VistaJet placed the largest Bombardier Global 7500 order in business-aviation history, acquiring the world’s longest-range jet—capable of 17-hour nonstop flights—to anchor its ultra-long-haul network.

The Ferrari Connection

Thomas Flohr counts Ferrari F1 driver Charles Leclerc among his friends. Leclerc, a VistaJet ambassador, flies worldwide with his fiancée and their dog aboard the fleet.

Racing for Ferrari

When not running Vista, Flohr races professionally for Vista AF Corse, Ferrari’s World Endurance Championship team—combining his passions for precision, performance and speed.



IMAGES GETTY IMAGES

STORY BY
GREELEY KOCH

KNOW BEFORE YOU GO

An expert traveler's essential preflight routine

BEFORE EVERY FLIGHT, I make a silent bet with myself: Will the captain's estimated flight time match mine? I already know the filed flight plan. I've checked the METARs, watched the traffic patterns, reviewed the FAA delay map, and studied the approach into the destination airport. Five apps, 15 minutes of prep, and if the captain says, "Two hours and 15," I'm quietly thinking, We'll be wheels down in two and eight if we don't get vectored over that building line of thunderstorms.

It might sound obsessive. And it is. But there's a method to my madness.

I learned to fly a Cessna before I ever parallel parked a car. That early training gave me just enough knowledge about flight paths, airspace and weather to be dangerous. These days, it means I board every commercial flight with a pretty good sense of what's going to happen next.

And yeah, I'll admit it, I'm a bit of a control freak. Air travel is basically a multi-hour exercise in surrendering control, and I'm not great at surrendering anything, especially when my schedule depends on it. Knowing what the captain knows (or close to it) helps me take the edge off the unknown. I'm not trying to fly the plane, but I just like to know what's happening in the skies around me.

Recently, I was traveling from O'Hare to LaGuardia. A line of thunderstorms had stopped everything cold. Flights that were supposed to depart at 4 p.m. weren't taking off until 8:30. But that's when I knew: My 8 p.m. flight was likely about to go.

Sure enough, they called boarding. We were just about to push back when the captain came on with one of those "Well, folks..." announcements. It turns out we had too much fuel onboard for the updated route and weight restrictions. So now we had to wait, for them to remove fuel.

My apps didn't cover that particular whoops. Score one for unpredictability.

Still, that kind of informed readiness is exactly what helps me stay calm. I've seen the traffic flow. I know the weather en route. I've reviewed our likely cruising altitude and arrival pattern. So when the captain says, "Delayed departure due to flow control," I'm not panicking as I already saw it coming.

I know some people think this level of preflight prep is overkill. And maybe it is. But I'm not doing it to be dramatic. I do it because I want predictability in a very unpredictable environment. As a business traveler, "going with the flow" sounds nice until it means missed connections and rescheduled meetings. These apps help me build a buffer between chaos and calm:

Greeley Koch, managing director of 490 Consulting, is a recognized thought leader in the travel industry. His clients include corporations, airlines, lodging providers and tech companies. He also teaches as an adjunct professor at New York University's Tisch Center of Hospitality.

> **Informed readiness helps me stay calm. I've seen the traffic flow. I know the weather.**

- **Live Radar Feeds: So I can see what's in the airspace and whether anyone's actually landing or departing at my airport.**
- **Filed Flight Plans: Yes, there's an app for that. And yes, I check to see how we're routing around weather or traffic.**
- **FAA Delay Maps: I know which airports are stacking up ground delays or en route holds.**
- **Airport METARs: These are the secret language of pilots, and I speak just enough to translate.**
- **The Airline App: Still have to check for that gate change.**

It's about being prepared. I don't need AI to tell me my flight's going to be delayed as I already know. And that makes all the difference when you're trying to stay one step ahead of the travel-day domino effect.

Sometimes I wonder if I should let go a little. Sit back. Read a novel at the gate like a normal person. But then I remember, when it comes to business travel, trusting the process too blindly usually ends with me rerouting through three cities and arriving just in time for the closing remarks of a meeting I was supposed to lead.

I'm not apologizing for being a travel nerd. I've earned it. And in a world of delays, rebookings and mystery-meat meals, this is the part I can control.

Besides, journey orchestration is the hot topic in the travel industry right now. Companies talk about it. Tech providers pitch it. AI is going to make it a reality. Well, I'm living it. From flight plans to fuel levels, I'm orchestrating my own journey, one app at a time.

Carrier
9:23 PM
Airport Delay Map

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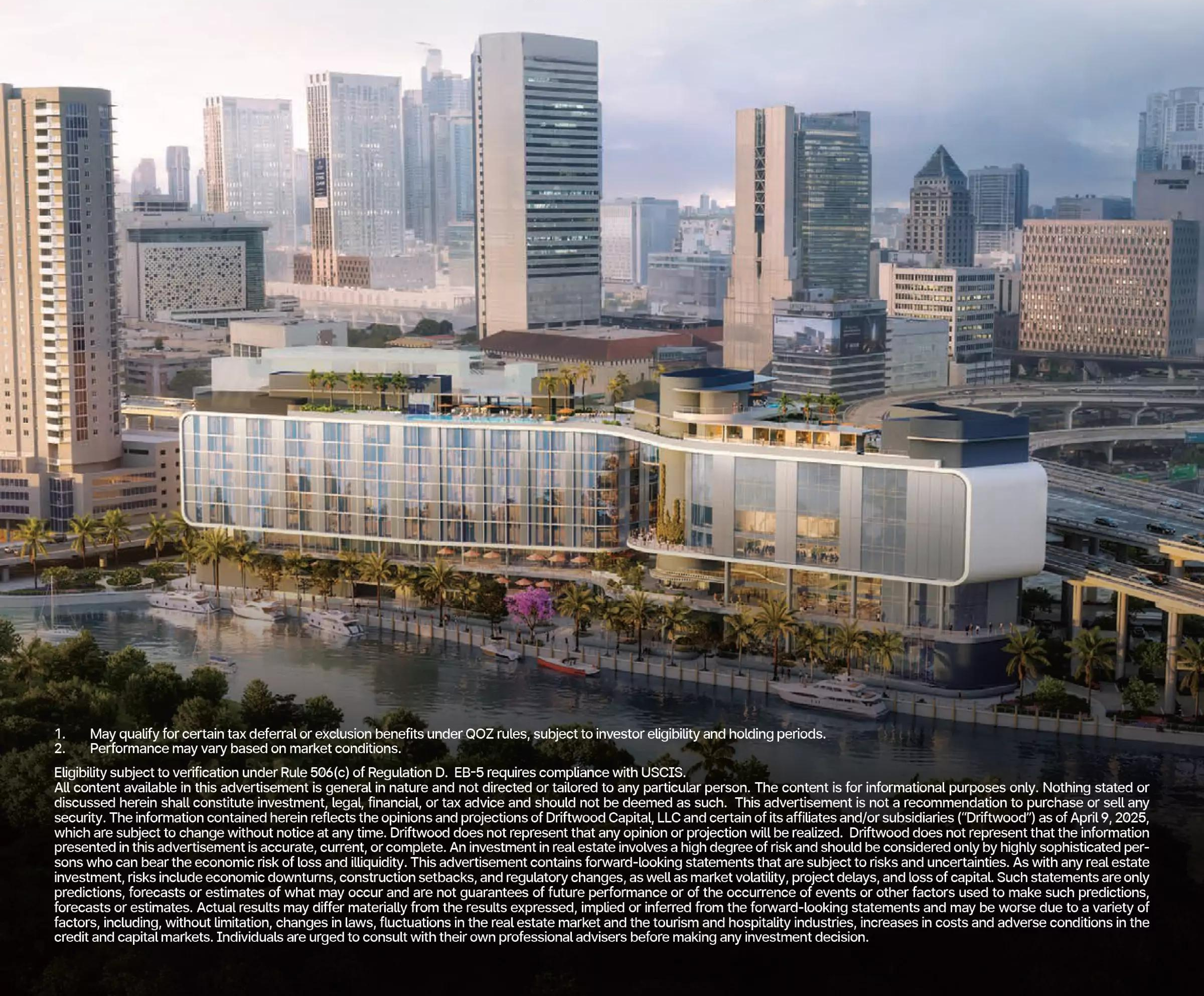

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STORY BY
JAKE JONES

MAP QUEST

Why location plays a crucial role in how to maximize your miles

ONE OF THE very first ideas I recommend people subscribe to in the points and miles game is sticking with one airline as much as possible when paying for flights with cash. Why? My answer is two-pronged.

First, consolidating your mileage earnings with one airline is more beneficial when it comes to redeeming those miles, simply because it takes much less time to accrue a stash of miles big enough to be realistically redeemed. Having 10,000 miles spread across three different loyalty programs isn't as valuable as having 30,000 with one program.

Another reason is that it is virtually impossible to achieve status without remaining loyal to a single airline. While we can debate whether status is worth chasing, there are objective benefits to having it, including mileage multipliers on paid tickets, which result in your miles growing at a much faster pace. Sure, most points and miles accruals come from the credit card ecosystem, but you don't want to ignore all of the points and miles you can accrue when you're flying on paid tickets.

So how do you choose the best airline? For some people, that choice—or lack thereof—may be fairly straightforward. Others may have a few options that could make sense depending on the circumstances. No matter which avenue you take to make this decision, all roads typically lead to one common factor: geography.

The location where you live, and consequently the airport you use most often, typically has the greatest impact on which airline is the most convenient for you. For residents of hub cities for major airlines—such as Atlanta (Delta), Dallas (American) or Houston (United)—this choice is largely predetermined.

It only makes sense to fly the airline that dominates in and out of your airport. While this can certainly be seen as a positive in terms of robust schedule choices, being subject to a quasimonopoly in your home city typically results in higher fares.

Toronto
Rochester
Buffalo
New York
Bridgeport
Philadelphia
Pittsburgh
Baltimore
Washington, D.C.
Virginia Beach
Richmond
State College
Harrisburg
Altoona
Johnstown
Hagerstown
Cumberland
Wheeling
Morgantown
Winchester
Youngstown
Erie

IMAGES **ADOBE STOCK**

It is impossible to achieve status without remaining loyal to a single airline.

However, with most status metrics being directly tied to dollars spent, those extra dollars could pay off in back-end value through status benefits and enhanced mileage earning opportunities.

If you do not live in a hub city of any of the major airlines, where you travel to the most could very well be the factor that holds the most weight. If you often travel from a secondary city, such as Austin, Sacramento or Buffalo, to a major hub, you may have only one nonstop airline option available. In contrast, travelers who frequently fly between two major hubs generally benefit from having multiple airlines and more frequent flights on that route.

Suppose you frequently travel to a country served by a single dominant airline, like Lufthansa in Germany. In that case, consider that airline's local alliance partner for your flights. For instance, a U.S.-based traveler can credit all their Lufthansa flights to their United MileagePlus account, since both airlines are members of Star Alliance. This allows them to accumulate mileage from both international flights with Lufthansa and domestic flights with United. I highly recommend that travelers, especially those not bound to a hub city, familiarize themselves with each airline's route maps and alliance partnerships to determine which offer them the best options given their particular geographic circumstances.

Even when discussing points and miles in terms of credit cards, geography is always relevant. Does it make sense for someone to pay $895 for an American Express Platinum Card if their home airport doesn't even have a Centurion Lounge? It certainly makes the card much less appealing.

If you are looking for a co-branded credit card to bolster your wallet, you'd naturally want to find one for an airline you fly frequently. When it comes to everyday spending on credit cards, those who live in large cities may find dining and Uber credits more readily available to take advantage of than those in more rural locations. No matter which way you look at it, examining your points and miles choices through a geographical lens will eliminate a lot of guesswork from your decisions and lead to the maximum mileage return on every dollar you spend.

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Carlos "Carlito" Fuente Jr.

THE FUENTE FAMILY LEGACY: A CENTURY OF CRAFT, PASSION, AND PURPOSE

For more than a century, the name Fuente has been synonymous with excellence. Founded in 1912 by Arturo Fuente, a young immigrant from Cuba, the company has endured wars, fires, and shifting times to become one of the most respected names in premium cigars. Today, his grandson, Carlos “Carlito” Fuente Jr., continues that legacy. For the Fuente family, cigars are not just a business — they are heritage, history, and love rolled into every leaf.

What did your father teach you about business and entrepreneurship?

Carlito: My father taught me everything I know. He built a brand, not just a company, with just passion and persistence. He always told us that our name is our greatest responsibility. Every cigar must represent our family’s heart and craftsmanship. You run a cigar factory with love, respect, and the memory of where you came from.

What do you remember most about your grandfather, Arturo?

Carlito: My grandfather was a humble, hardworking man. He arrived in America at fifteen with nothing but his craft. He started from scratch, rolling cigars on the porch of his little wooden house. I’ve built a replica of it so our children never forget where we come from. When I smoke one of our cigars, I feel it’s a bridge to my grandfather.

Who in the cigar industry do you look up to?

Carlito: My father, always. He was a visionary — brilliant, humble, and tireless. Later, he became my hero. Everything I’ve done since has been to honor the example he set.

> “My father taught me everything I know. He built a brand, not just a company, with just passion and persistence.”

Why is the Cigar Family Charitable Foundation so important?

Carlito: How could we not give back? In the Dominican Republic, we saw children working in the fields instead of going to school. We built a small classroom and that became the seed of the Foundation — now a 23-acre campus with a medical center and schools. Giving back is simply the right thing to do.

Is there one cigar that stands out as a personal favorite?

Carlito: Without a doubt it’s the Fuente Fuente Opus X. That cigar is my child. People said it couldn’t be done — a cigar made entirely of Dominican tobacco. We risked everything. But it worked. It’s more than a cigar — it’s a statement of who we are.

Do you have any regrets?

Carlito: I don’t believe in regrets. Everything that happens shapes who you are. I wouldn’t change a thing.

What’s your definition of success?

Carlito: Success isn’t money or fame. It’s being surrounded by love, family, happiness. The Fuente legacy — the love, the blending, the artistry — will live on through my family and continue to bring joy to cigar lovers. ■

“WE WILL NEVE

Bright Ideas

Destinations and trends influencing the culture

EXTRA DAY

Manila, Philippines

STORY BY **JEREMY TAYLOR**

BUSTLING MANILA IS a far cry from the tropical beaches that lure most travelers to the island country of the Philippines. On the shores of Manila Bay, this coffee-obsessed Asian capital is divided into 16 highly urbanized districts, all vying for attention and boasting a unique character.

The center of cultural and economic life in the Philippines is densely populated, with food markets, bars and coffee shops spilling onto crowded streets. A chaotic but cool blend of culture, heritage and urban buzz gives Manila an intense flavor that hits most visitors like a double espresso.

→

Continued from previous page

The Peninsula
This five-star luxury property in the central business district of Makati is within walking distance of the enormous Greenbelt and Glorietta shopping malls, plus several major museums. The hotel oozes old-world opulence, with eight dining options and an outdoor pool surrounded by gently swaying palm trees. Views of the city from guest rooms are mesmerizing, although people-watching in the glamorous lobby is equally impressive. Manila's elite still frequent "The Pen," which was built in 1976 but given a neoclassical renovation in the mid '90s. Today it is a haven of calm within the busy city. ***peninsula.com***

Historic Streets
Intramuros is the focal point for most visitors hoping to experience the atmospheric cobbled streets of old Manila. A center for more than 450 years of Philippine history, it was where colonial architecture inspired by Spanish conquistadors jostled for space alongside the Asian buildings of the rajahs. Hire a bamboo bicycle to negotiate the narrow streets of this cultural crossroads. The baroque San Agustin Church, featuring ornate frescoes, is the only building to have survived the Battle of Manila in World War II. ***guidetothephilippines.ph***

Coffee at Papakape
One of Manila's oldest buildings, Fort Santiago is also one of the city's most popular spots. An oasis of well-manicured gardens, it contains the Rizal Shrine museum, a tribute to Philippine nationalist hero José Rizal. Head for the Papakape coffeehouse, set up in a garage during the pandemic and now famous for a ginger-infused blend. ***papakape.com***

Tasty Tipple
The Philippines' oldest distillery is not a polished, architectural masterpiece built to lure tourists. Instead, visitors to Destileria Limtuaco can discover the story of the brand in an old building that also houses a museum. An optional and highly recommended tasting experience is available, with whiskey, brandy and sangria all on the list. ***limtuaco.com***

FROM TOP
Fort Santiago;
The Peninsula

3 MANILA BUSINESSES

International Container Terminal Services

A gateway to Asia, Manila contains a host of major shipping businesses. ICTS is a global port company and a leader in container handling.

Ayala Land

The largest property developer in the Philippines dates to 1834, during the time of Spanish colonial rule. The company has diverse interests, including real estate, banking and education.

San Miguel
PALE PILSEN

San Miguel

This food and beverage giant specializes in meats and poultry, dominating the local food market. The first San Miguel beer brewery was founded in 1890.

IMAGES JC GELLIDON ON UNSPLASH; GETTY IMAGES; THE PENINSULA MANILA; ADOBE STOCK

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Q & A

HIGH SPIRITS

British scent maverick Jo Malone CBE discusses the launch of Jo Vodka, a new era of liberation, and her love of flying

What drew you to fragrance?
I'm not a trained nose but I have a natural ability—in fact, I've had my nose tested against medical detection dogs and I'm on a par. I'm severely dyslexic and my sense of smell just became my compass in life and would govern my emotions. I also have synesthesia, so I see color when I smell.

I fell in love with fragrance when eating steak *frites* with rosé wine in the middle of a flower market in Grasse, France. I'm still in love with it today. I love the ingredients and how you can make the orchestra of orange blossom just sing forever—it's very poetic for me.

Have you ever lost your sense of smell?
When I had chemotherapy *[Malone was diagnosed with breast cancer in 2003]* I completely lost my smell for about six months, and then one day it just came back.

During Covid, my sense of smell was acute because there were no smells of life—the smell of the bakery or the coffee shop. My home became my laboratory, and I worked my nose every day for about two to three hours. I created some of the best things during that time because it was like looking down the lens of a telescope.

Why have you decided to enter the spirits industry?
Smell and flavor aren't that different. One is on your palate, and the other is through your nose and memory. Entering the spirits industry was my friend Fran's idea—one of the partners.

Everyone knows me for the sense of smell, but could I bring the spirit of Jo—my entrepreneurial creativity—into those other senses? It's literally exploded my world. For the first time in my life, I feel incredibly liberated.

STORY BY
HANNAH BRANDLER

ABOVE
The new Jo Vodka range

> “Sometimes we are so frightened of the thing that will liberate us. Once you stop fighting, you realize you’re missing out on life.”

IMAGES **COURTESY OF JO MALONE CBE**

How has your fragrance experience inspired the launch of Jo Vodka?
I created the vodka in the same way as I create fragrances. During the first tasting session with master distiller Joanne Moore, I got out my paper strips, dipped them in the liquid and smelt them. She said, “No, we taste,” and I said, “No, we smell.” We both looked at vodka with different eyes. I could smell all the ingredients we were about to taste, and it was as though the two senses had fused into this third identity.

How do the three vodkas differ in terms of profile?
I’m a storyteller and all three vodkas are parts of my character. 101, The Purist is uncomplicated and clean with a dry finish. 102, The Bohemian is about being barefoot on the beach and always searching for the sun—with citrus notes of bergamot, pomelo, bay leaf and yuzu. And 103, The Artist is about the softness of creativity, and recalls the King’s Road in Chelsea where I lived as a 16-year-old—from punk rock through to beautiful roses. There are three more vodkas coming.

Do you have plans for Jo Vodka collaborations with airlines and hotels?
That’s the golden ticket, without a doubt. Everybody’s already on the phone asking what we can do together. So, yes, you’ll see it on airlines and hotels soon. Jo Vodka is also available across 100 airport duty-frees. She’s our new baby but there’s lots on the horizon.

What are some of your best travel-friendly products under the Jo Loves brand?
Everybody likes the transparent, TSA airline-approved travel bags to carry their makeup in. Those disposable bags at airports are such a waste, whereas you can use this same one for multiple trips, and also use it around the pool to carry your sun cream. They also seal tightly so it’s not going to leak over everything.

Customers also love the Fragrance Paintbrush, which is a scent gel with a refillable cartridge.

How has the move to Dubai changed your outlook on life?
I moved to Dubai about four years ago. I was going through huge anxiety at the time—I would have a panic attack walking out the door—and I thought I’ve got to break this cycle and stop being frightened of being frightened. Covid taught us that we could run our businesses from anywhere and Dubai showed me a different way of life. My husband, Gary, and I have stripped our lives right down to what makes us happy, which is working, creating and enjoying traveling. I don’t think I could ever live in one place again. Now I almost love the disruption.

What has been your most rewarding travel experience?
Since living in Dubai, I’ve done things that I never would have done before. One day, I said to Gary: “Tomorrow morning, why don’t we skydive?” It was almost as if I had confronted something in myself. Sometimes we are so frightened of the thing that will liberate us. And once you stop fighting, you realize you’re missing out on life.

What’s your top tip for working under pressure?
I kind of enjoy pressure. It’s part of life, and it keeps you on your toes. Don’t take anything for granted.

Do you enjoy flying?
I love every single minute of it. It’s an adventure. I’ll look out the window and dream, writing thoughts down in my notebook. Or I’ll watch a film—I love movies. I travel Emirates the most. When traveling with my husband, I like the two Business Class seats in the middle—it’s like a little studio. I’ve also just traveled with easyJet to Greece, and it was a lovely experience.

Now and again, your bag will get lost—it’s a pain, but it’s a tiny part of the bigger picture. Or my flight might be delayed, but that’s just life, isn’t it? The only thing I hate is when they turn the heating up—I like to be really cold.

Are you for or against having Wi-Fi on planes?
This is going to shock you but I don’t have an email because I can’t turn a computer on, so I don’t care about Wi-Fi. I switch off on a plane.

What are your indispensable travel accessories?
A lip gloss and an old cashmere jumper—it has kimono sleeves, so acts like a sleeping bag, too.

What’s your dream destination?
I’d love to experience the colors and smells in India—from saffron to rose petals and sandalwood.

Where are you traveling next?
Food has always fascinated me so we’re going on a wonderful cooking course in Tuscany.

Are there any other launches on the horizon?
At the minute, I’m going to stick with the vodka. I’m learning at the speed of light, so I’m happy in that space. I’m never going to give up creating fragrances but I think to myself, What else could I do? That’s always the question in my head—that’s where the journey starts.

AUTO EXOTICA

Inside an Italian research lab that certifies classic Lamborghinis

THE SCENE IS worthy of *CSI*, except this clean workshop is committed to the forensic investigation of classic cars. The Raging Bull's in-house heritage division is based at the supercar manufacturer's headquarters in Sant'Agata Bolognese, in Italy.

Lamborghini was born out of a spat between businessman Ferruccio Lamborghini and his illustrious neighbor, Enzo Ferrari. Today the team is showing me around the archive, a room normally closed to outsiders. An Aladdin's cave of Lamborghini treasures, the carefully collated collection includes the first sketches of famous models, such as the iconic Miura and Countach, as well as production files and technical drawings.

Under the discerning eye of the Comitato dei Saggi, or expert committee, this is the first and most important port of call for every car brought to Sant'Agata for verification. "The archive is the foundation of everything we do," says Alessandro Farmeschi, former CEO of Lamborghini America. "It guides us and reminds us of who we are. Every restoration begins here, with 30,000 documents that tell the story of every car we have built."

That includes Donald Trump's one-off Diablo VT Roadster, which he owned for four years and was one of only 132 made for the U.S. market between 1997 and 1999. Then there's the first Countach LP 500 prototype, restored in 2021 using original documents from these shelves, and a Miura P400 featured in the 1969 blockbuster *The Italian Job*, starring Michael Caine.

That particular Miura was "destroyed" in the heist movie and then disappeared for 50 years. Chassis 3586 was rediscovered in 2019 and authenticated thanks to an in-depth analysis by Polo Storico experts.

A silver Countach I'm helping to examine in the Polo Storico workshop is rather easier to identify. The legendary supercar belongs to Lamborghini and was the last Countach 25th Anniversario ever built, in 1990.

POLO STORICO
Lamborghini

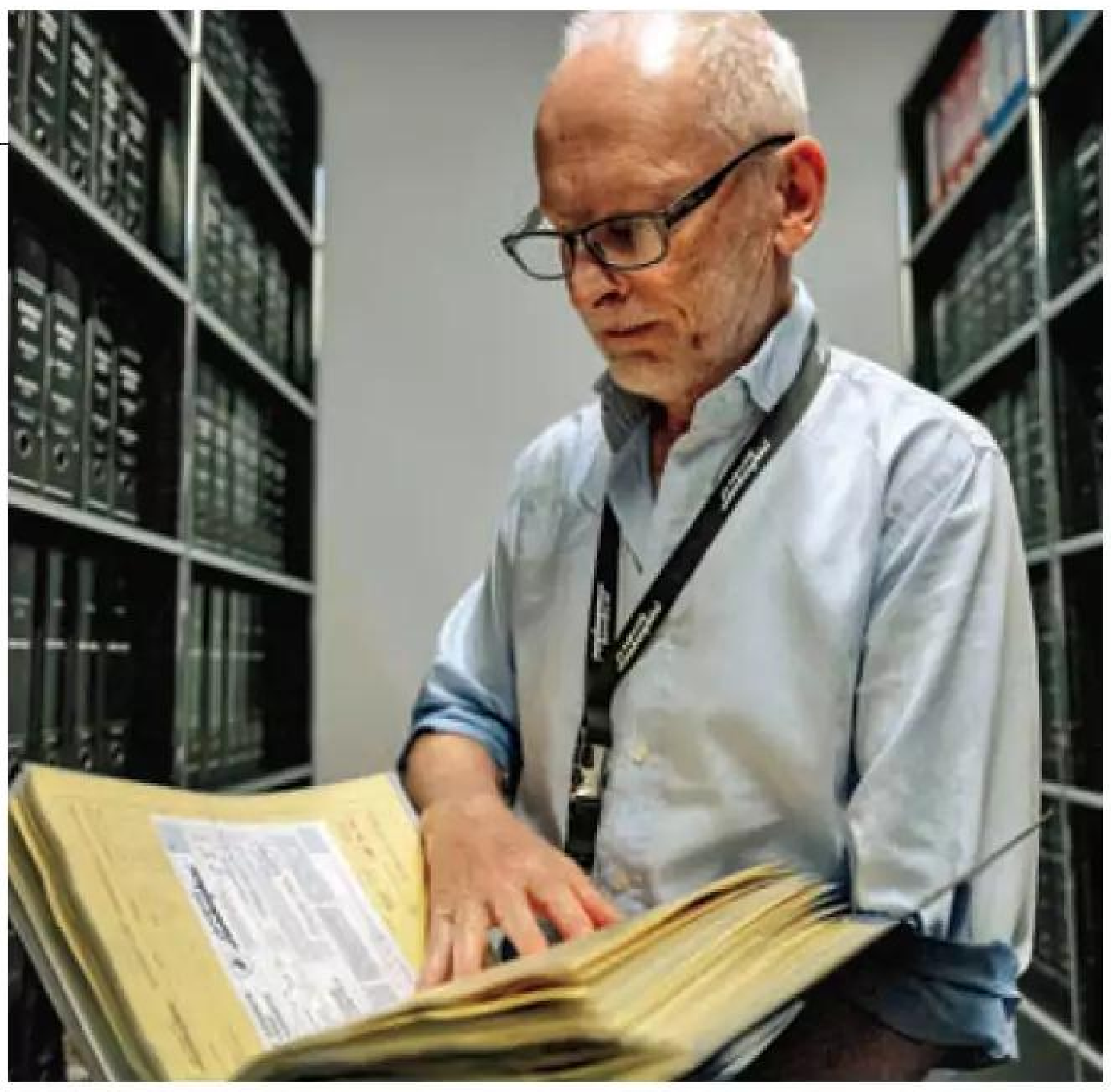
Posters of designer Marcello Gandini's follow-up to the Miura adorned bedroom walls throughout the '70s and '80s. This particular car has been coveted by collectors for decades but remains a star attraction at the Lamborghini Museum in Sant'Agata.

Inside the deepest recesses of the final Countach I can see VIN (vehicle identification number), engine and paint numbers all matching original documentation. For such a famous car, this might sound like an undignified exploration. However, for those looking to sell a classic Lamborghini, a Polo Storico investigation is a guarantee of authenticity that will only increase value.

Everything from the light-gray leather to the make of the radio is checked. Former Polo Storico employee Walter Rinaldi knows that the Countach's chassis number would have been handstamped in 1990, so the digits may not align perfectly.

"There was one very strong man who wielded the hammer and embossing tool—sometimes it wasn't always in a straight line!" Rinaldi started at the Sant'Agata factory on October 1, 1966, and only gave up his job in 2010. "I was more interested in motorbikes when I started but the beauty of the brand got into my soul."

STORY BY
JEREMY TAYLOR



“The archive guides us and reminds us of who we are.”

HERE Lamborghini Diablo **LEFT** Polo Storico research lab **RIGHT** The author examining Lamborghini documents

Not every car passes muster. Some 20 vehicles have failed certification and require a “difficult conversation” with the expectant owner. Farmeschi is often at the sharp end. “I need to tell them there is a problem.

“Often, this is something very obvious,” he continues. “The Countach has an aspirated V12 engine but one example was fitted with a turbocharger! Of course, we could restore the car to the specification when it left the factory but that would not be practical. Naturally, we do not charge the customer if we cannot give them certification.”

Less obvious modifications require more sleuthing—often hours of painstaking work checking the original specification. “Engine numbers don’t always match with the original but that isn’t a failure. It was very common in the old days for a car to receive a new engine and, if documented, we can still proceed.” The archive continues to grow, acquiring new information, recovering documents and working closely with former employees, technical specialists and private collectors who all contribute to the Lamborghini cause.

Farmeschi adds: “Celebrating ten years of Polo Storico, we reaffirm our commitment to Lamborghini’s legacy. This gives voice to the past, respects history and ensures every car continues to tell its own story. Preserving our heritage does not mean standing still—it means passing it on.”

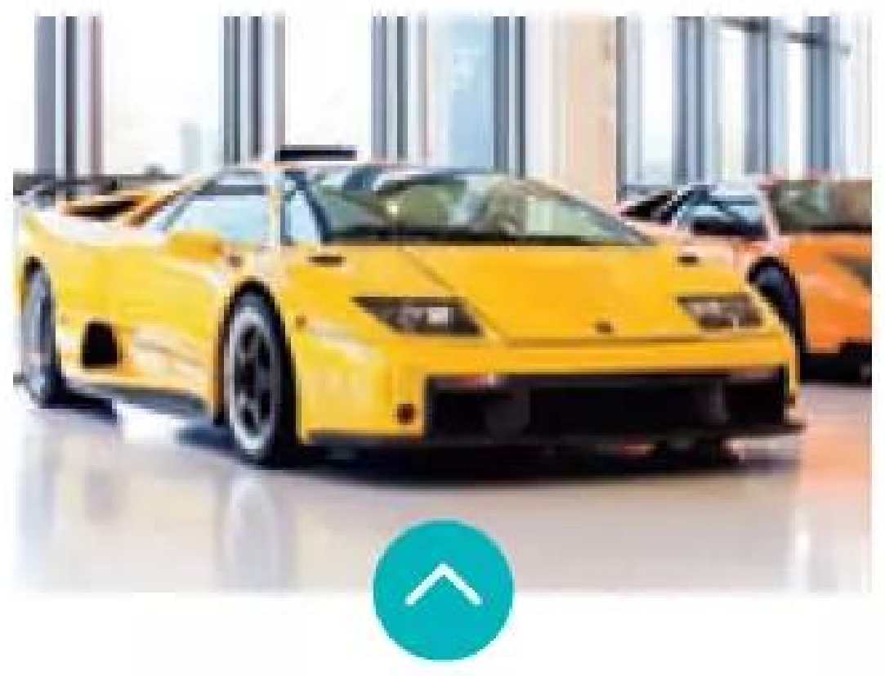
FOUR LEGENDARY LAMBOS

Huracan Sterrato

A low-slung supercar designed for off-road use, the 2023 Sterrato featured extra ground clearance and chunky tires. Just 1,499 were built, complete with roof rails and spotlights.

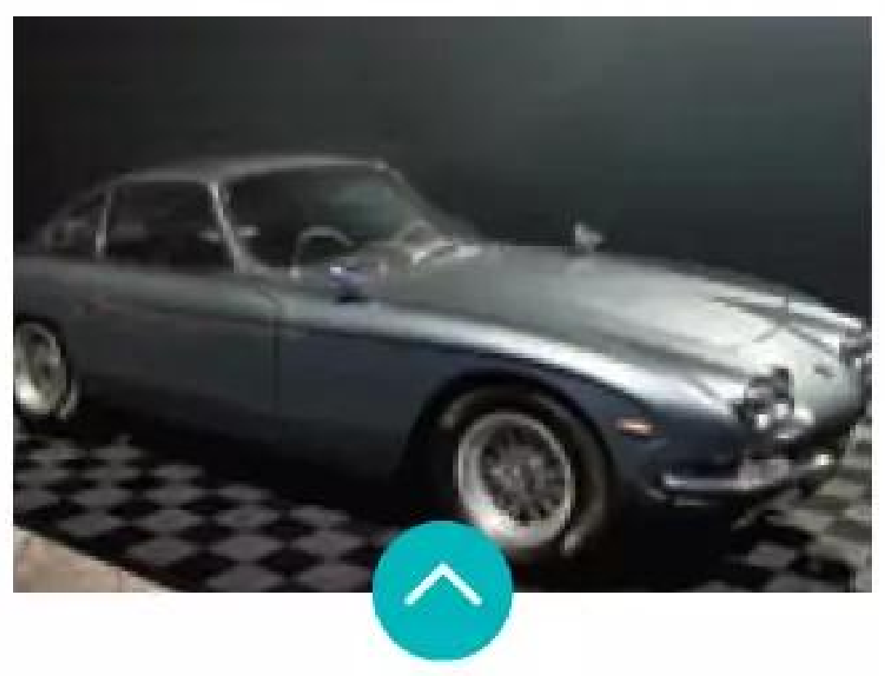
Murcielago

In 2001 Lamborghini stabilized under Audi ownership, but that didn’t stop the Italians from building outrageous supercars. The Murcielago revved to 8,000 rpm and was ferociously fast.



Diablo

Another V12-powered supercar, the 5.7-liter, rear-wheel-drive Diablo was a difficult car to master and the first Lamborghini to top 200 mph. Scissor doors added to the 1990s appeal.



400 GT

Beautifully styled, the 1966 400 GT was essentially an updated 350 GT—the first Lamborghini production car. Svelte lines make this the ultimate grand tourer for a classic Alpine adventure.

IMAGES COURTESY OF LAMBORGHINI; GETTY IMAGES

ALL IN THE FAMILY

How the descendants of legendary California winemakers are carrying on the tradition

STORY BY
JUSTIN GOLDMAN

THERE ARE A few wineries that are an essential stop for almost any visitor to Napa and Sonoma. What many tourists may not realize, though, is that some of these wineries are no longer owned by the families that helped them reach great heights. A prime example is the Robert Mondavi Winery—the first to be built in Napa after Prohibition—which since 2004 has been owned by a conglomerate called Constellation Brands.

But while the Mondavis may no longer own or operate the winery that bears their name, that doesn't mean you can't taste a fine wine made by a Mondavi. Take Continuum Estate, which Robert, son Tim and daughter Marcia founded the year after the sale, and where Tim still serves as winemaker. “We were brokenhearted,” Tim says of the sale of his father's winery, a deal the family was forced into after years of internal disagreements and external pressures following its 1993 IPO. “But we had a bag of money.”

That money largely went into Continuum, where today he focuses on making Bordeaux blends. “At the beginning, people knew my father stood for the very best,” Tim says, “but then we did go public. The outside directors overused my father's good name, and that clarity was obliterated. Then we had to clarify what we did stand for.”

The Mondavi legacy isn't limited to Continuum. The historic Charles Krug winery is still owned by the descendants of Robert's brother, Peter; Tim's brother, Michael, has a winery in St. Helena; and Tim's sons, Carlo and Dante, run RAEN, a boutique producer focused on Sonoma Coast pinot noir.

“As Continuum became established, RAEN became established, I looked at the sale serendipitously,” Carlo says. “My family is now focused on making wines that can sit in the company of the best wines in the world. We're able to farm and make decisions without having to think about the scale of a company like Robert Mondavi.”

OPPOSITE The Mondavi family, from left: Dante, Marcia, Carissa, Tim, Carlo, Chiara **THIS PAGE, FROM TOP** Continuum Estate, St. Helena, California; vineyard manager Riggs Lokka, winemaker Keith Hammond and president Mari Jones at Emeritus Vineyards, Sebastopol, California

> “We were brokenhearted. But we had a bag of money.”

IMAGES STEPHEN ROTHFELD; © CALIFORNIA WINE INSTITUTE / COURTESY OF EMERITUS VINEYARDS

The Mondavis aren't the only winemaking family to transition from small-scale to large and then back again. Brice Cutrer Jones founded Sonoma-Cutrer Vineyards in 1973 and soon become known for making some of California's best chardonnay. In 1999, he decided to sell the estate to Kentucky-based Brown-Forman (it's now part of The Duckhorn Portfolio), but at the same time founded Emeritus Vineyards, a small winery in Sonoma's Russian River Valley that makes acclaimed estate-grown pinot noirs. Cutrer Jones' daughter, Mari Jones, still runs Emeritus today. “Family ownership is probably the most important thing for the longevity of vineyards and wineries,” Jones says.

Perhaps no one has a better perspective on the shifts between family and corporate ownership than Joel Peterson. Known as the Godfather of Zinfandel, Peterson founded the Ravenswood Winery in 1976. In the early years, he recalls, Ravenswood was a “peripatetic winery,” because every year he would move to a new facility—basically anywhere that would give him a corner to work—to make small batches of old-vine zinfandel. Then, in the 1980s, thanks in part to the addition of a lower-cost line called Vintners Blend, Ravenswood saw its popularity soar. The winery went public, and in 2001 it sold to Constellation, where Peterson became an executive.

“They sent me all over the world to talk about zinfandel,” he remembers. “It was exciting at times, but it was a big corporation and they were about growth. I stayed in charge of Ravenswood, so it stayed true to its form even late, but eventually they started selling wine in places I wouldn't ordinarily have sold it, at prices that probably didn't even represent the production costs.”

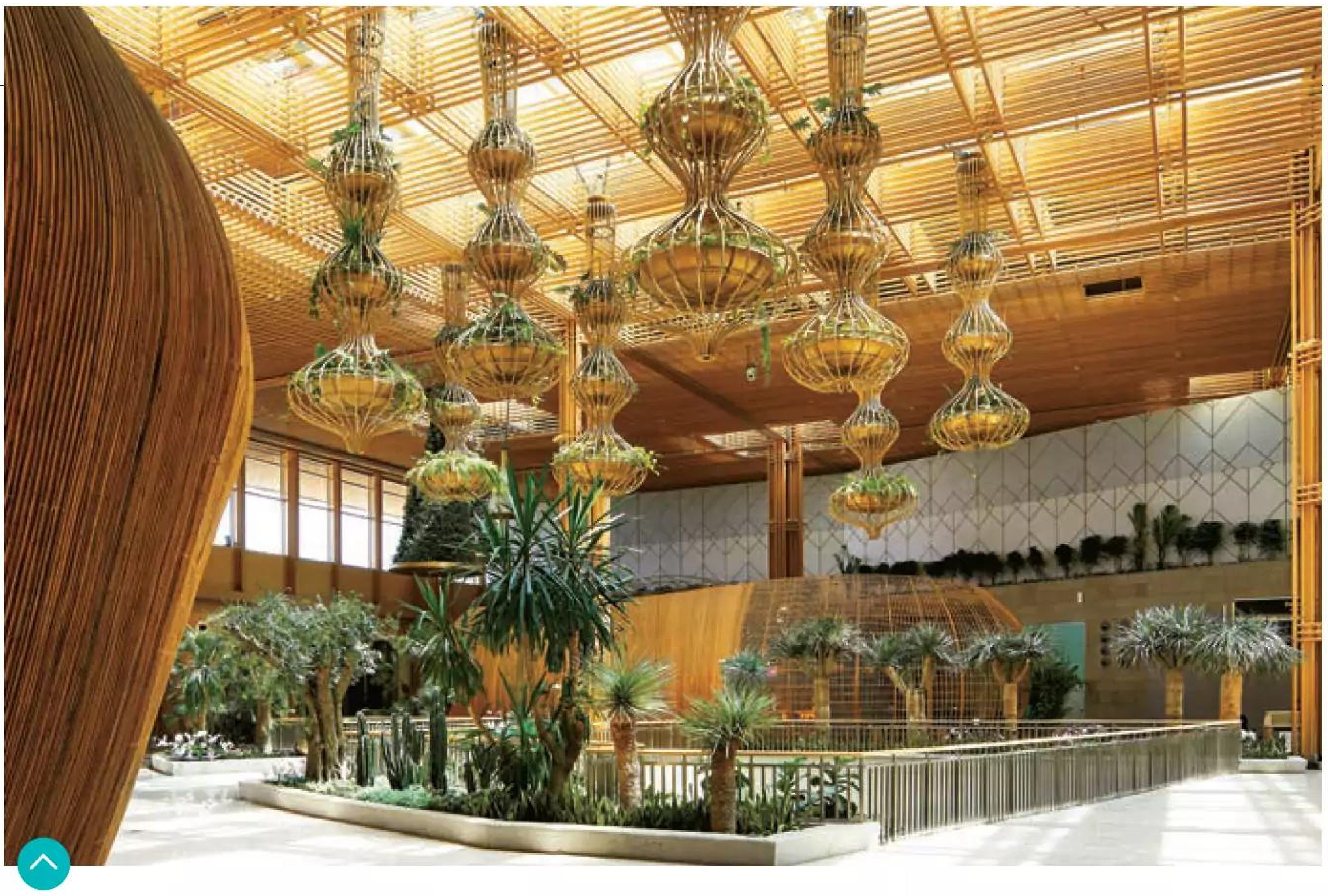
By that time, Peterson had left. In 2014 he launched a boutique winery called Once & Future. “I had expected Ravenswood to be a tiny winery when I started,” he says. “It was basically a back-to-the land project with a hippie who had no ambition. And I said, Okay, you can do that.” He's now back to making old-vine, single-vineyard zinfandels, working with a lot of the same sites he did when he was first starting out.

Peterson isn't the only member of his family harking back to the early days of Ravenswood. His son, Morgan Twain-Peterson, cofounded Bedrock Wine Co., where he makes wines sourced from historic vineyards across California. “The sale of Ravenswood allowed me to do Bedrock in a way where I don't have any equity partners,” Twain-Peterson says. “We've been able to fund it within the family, and we actually have the family winery that my dad really wanted when he started out.”

AIRPORT ENVIRONMENT

Biophilia is the new mood-boosting design trend in airports around the world

AIRPORTS HAVE LONG been seen as soulless, sterile places, characterized by unappealing lighting, monotonous color schemes and artificial materials. But the next generation of airports are prioritizing biophilic design—a concept that incorporates natural materials and greenery into built environments. Traditionally stressful terminals are now being transformed into calming and memorable zones. Nature-inspired design is proven to reduce stress and improve well-being, while also enhancing air quality for passengers lingering in the terminal during a layover. Here we round up five airports around the world with glorious green design.



KEMPEGOWDA INTERNATIONAL AIRPORT, BENGALURU, INDIA

Architecture studio SOM and Enter Projects Asia drew inspiration from Bengaluru's moniker as India's Garden City for this spectacular airport. Retail, hospitality and lounge areas sit within sculptural woven rattan pods, surrounded by lush foliage, hanging gardens and towering 700-year-old olive trees. Materials such as bamboo and reeds replace the likes of concrete and steel to create an organic oasis guaranteed to uplift stressed passengers. Plus, the airport recently launched a Dancing Bamboo fragrance, diffused across touchpoints in Terminal 2.

CHANGI AIRPORT, SINGAPORE

Changi sets a high bar when it comes to impressive travel hubs, celebrated for its indoor gardens and peaceful water features. Start your trip with a walk through Jewel—the sprawling nature-themed complex linked to T1. Home to the world's largest indoor waterfall, the space brims with foliage walls, elaborate topiary and even a hedge maze. The biophilic extravaganza continues airside, with displays of cacti, koi ponds, butterfly gardens and a tropical rainforest vivarium. And if you have a long layover, get a dose of fresh air at the world's first outdoor airport bamboo garden.

> **Local vintners will cultivate the vineyards beneath the terminal's roof.**

FIRENZE PERETOLA AIRPORT, ITALY

"Vineyard" and "airport" don't often appear in the same sentence, but a revamp of Florence's international terminal includes plans for a 19-acre vineyard on the roof. Designed by Rafael Viñoly Architects and due to open in 2035, the huge sloping roof will feature skylights and 38 rows of vineyards. Aside from being visually impressive from 35,000 feet, it has a tasty practical purpose, too. Local vintners will cultivate the vineyards, with the wine "crafted and aged in specialized cellars beneath the terminal's roof." That's one bottle of vino we can't wait to try.

HAMAD INTERNATIONAL AIRPORT, DOHA, QATAR

The Orchard at Doha's Hamad International Airport takes the notion of a concrete jungle to the next level, soaring above travelers under a striking curved roof. The 65,000-square-foot garden is filled with 300 trees, 25,000 plants, a permanent collection of bronze wildlife sculptures, and bubbling water features, as well as a host of shops, cafés and restaurants. The leafy space somewhat resembles a park, offering walking routes and plenty of seating to take it all in—just don't become so at one with nature that you miss your flight.

IMAGES NICK HUFTON / HUFTON+CROW; HAMAD INTERNATIONAL AIRPORT; EMA PETER PHOTOGRAPHY

STORY BY
DEBORAH CICUREL

PORTLAND INTERNATIONAL AIRPORT, OREGON

As part of a major renovation by ZGF Architects, the main terminal at Portland International Airport has doubled its operational space and brought the outside world in. Most striking is the 8.9-acre undulating wooden roof, whose 49 skylights allow daylight to filter into the terminal, mimicking the way that the sun pokes through trees in a forest. The nature-themed experience doesn't stop there. As you meander through the terminal, you'll find parklike communal areas, shops and restaurants crafted from locally sourced wood, in addition to 5,000 plants and 72 large trees. The wood also provides acoustic benefits—we're looking at you, deafeningly loud announcements.

STORY BY **STEPHANIE VERMILLION**
ILLUSTRATION BY **BEN GILES**

BEAUTY & THE BEASTS

Call of the Wild

Animal-packed resorts that combine nature and wellness

ON DAY ONE of my wildlife-watching trip in Brazil's tropical savanna, I barely left the safari vehicle. It felt splendid, then, to counter a day of sitting with nonstop action: fat-biking while birding, wild swimming mixed with kayaking to cool off, and a walking tour to better appreciate the region's rich biodiversity. While I didn't conclude my stay at the boutique Pousada Trijunção safari lodge with a sighting of the area's famed maned wolf, I did depart with something else—my fitness.

Safaris, by nature, have long been sedentary. Travelers sit in a vehicle while meandering through forests, plains and savannas to spy eye-popping animals—and this approach makes sense. It's the easiest way to cover the most ground. Increasingly, though, guides and lodges are offering wellness-meets-wildlife experiences where jet-setters can keep up with their health without missing the awe.

The trend pairs two booming industries: safaris, which are expected to grow by more than $20 billion in the next decade, and well-being-centered tourism, which could reach $1 trillion by 2028. "It's such an obvious combination," says Laura Burdett-Munns, managing director for luxury travel company Journeysmiths, which coordinated my action-packed Brazilian safari. "Immersing yourself in the natural world, in places far from technology and human habitation, is inherently restorative."

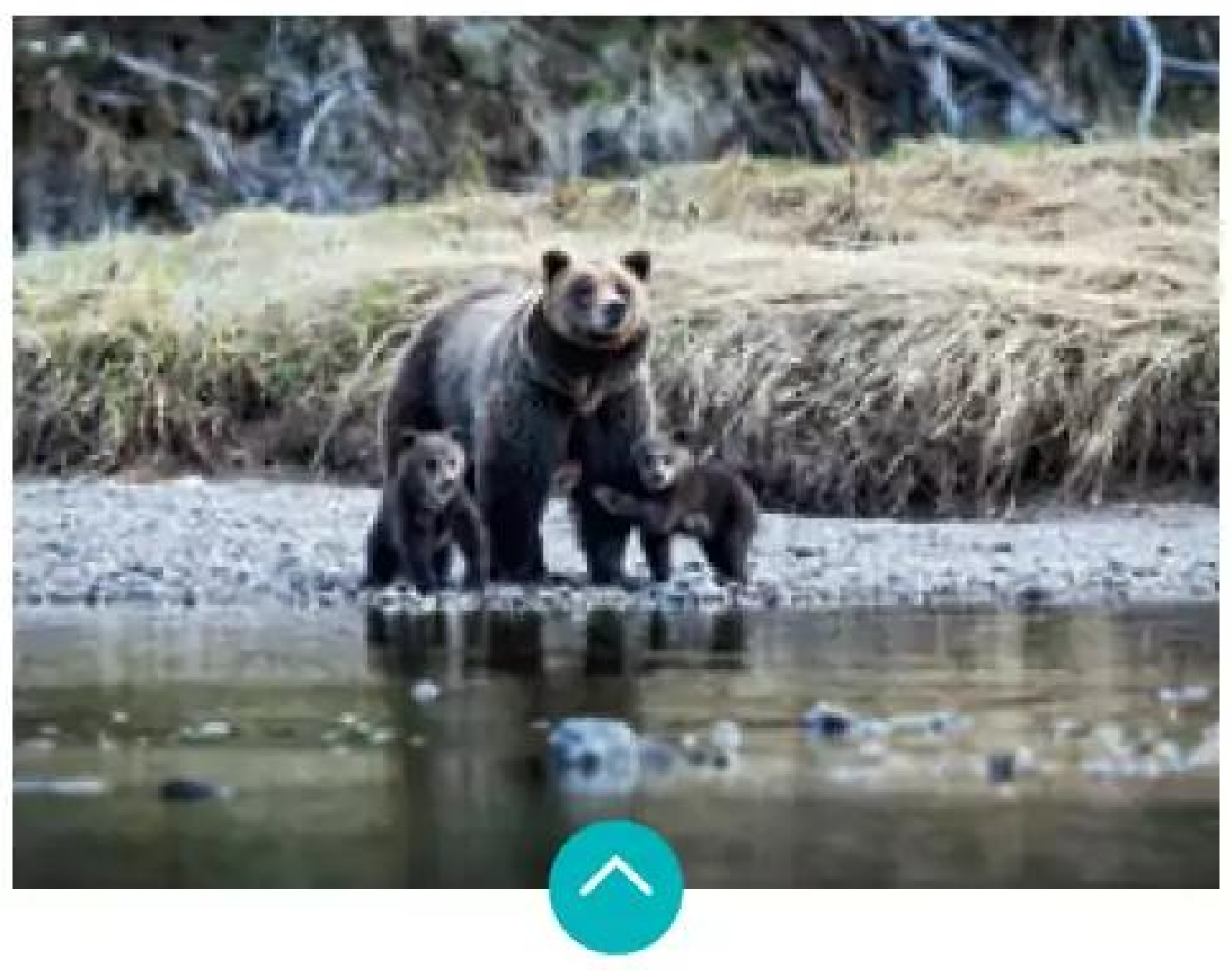
These offerings eschew the traditional safari health options, such as hitting the lodge gyms or squeezing in an afternoon at the spa, and add an experiential sense of place and adventure. "Increasingly, clients are looking to combine a traditional game-drive safari with a place that allows for a deeper connection with nature and the communities who are custodians of the land," Burdett-Munns says, noting that in Sarara, in Kenya's Matthews Range, travelers can hike mountains and learn from the Indigenous Samburu people. "Experiences like these connect us with places, people and ourselves at a much deeper level."

> "Immersing yourself in the natural world is inherently resorative."

Hiking and biking are just the start of the wellness safari's recent iterations. Some lodges now offer yoga safaris. Others help guests enjoy art therapy by painting in the bush, and some even incorporate Indigenous tools and techniques into their spa treatments. "These rituals celebrate the deep connection between local culture, nature and healing," says Burdett-Munns.

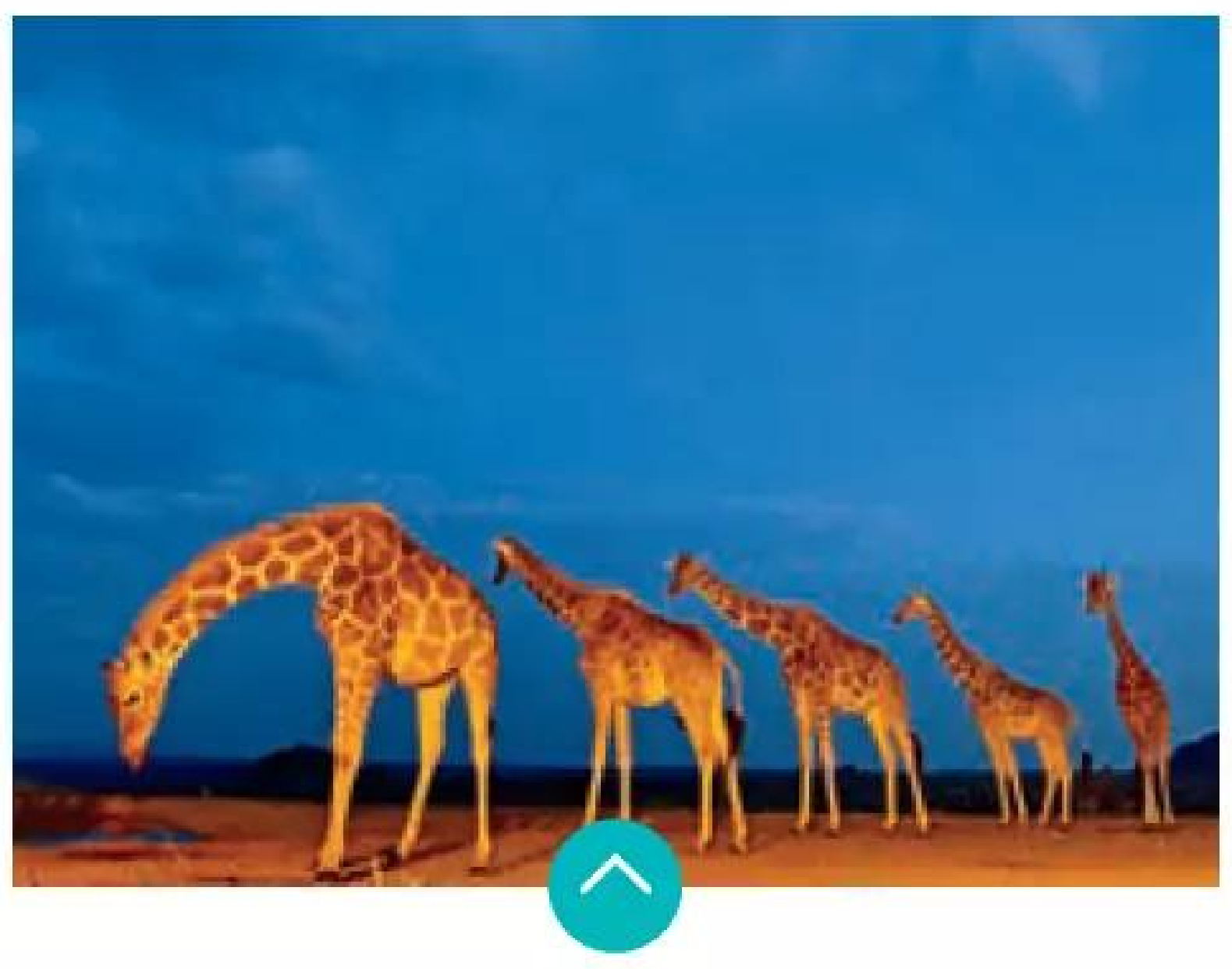
You can combine activity and animals at wellness safari escapes around the world. Below are destinations to consider.

4 WILDLIFE WONDERLANDS



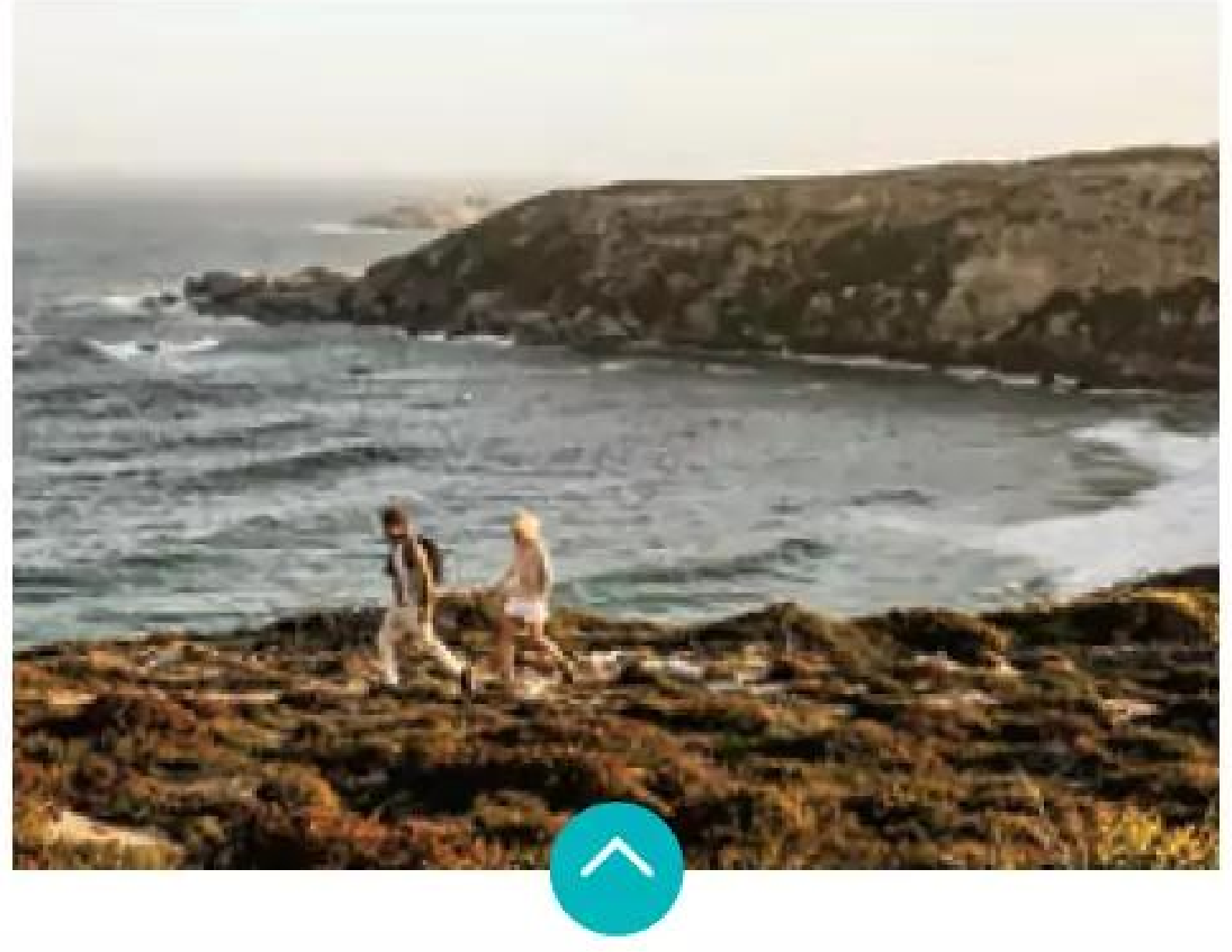
Four Seasons Resort and Residences Jackson Hole, Teton Village, Wyoming

Four Seasons Jackson Hole shows guests the wonders of Wyoming, especially through its safari drives around Grand Teton National Park and Bridger-Teton National Forest. Travelers can enjoy mountain fauna on these expeditions, including elk, moose, bison and bears. Keep the cardio climbing on active tours such as biking. Wellness awaits at the lodge, with spa and fitness center offerings.



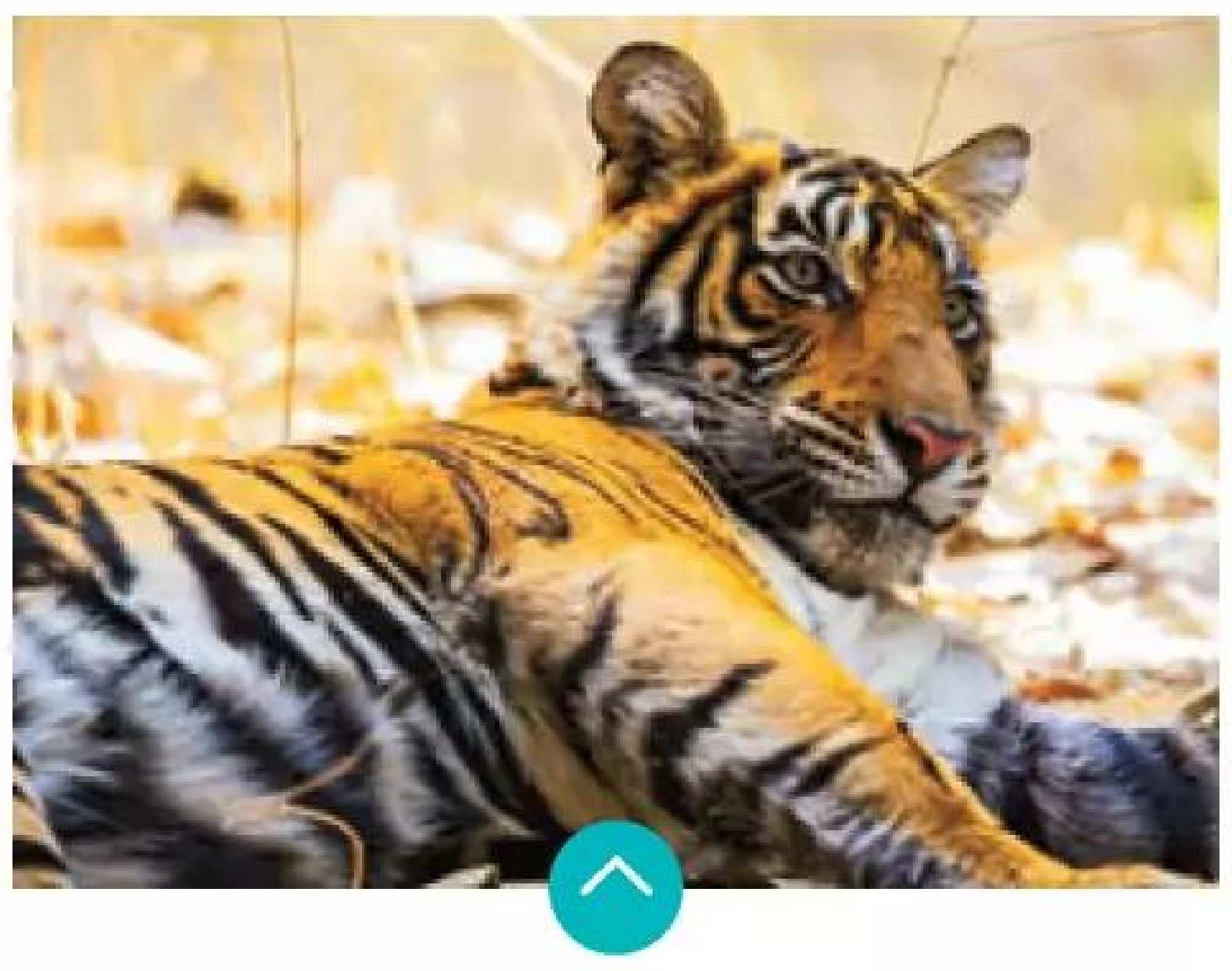
Ol Jogi Wildlife Conservancy, Laikipia, Kenya

The 58,000-acre Ol Jogi Wildlife Conservancy provides uninterrupted time with wildlife, exclusively booked for one group at a time. That means guests have the property's steam room, sauna, gym and Jacuzzi all to themselves. They can also arrange for guided yoga and mat Pilates—all experiences that complement admiring wild animals throughout this conservation success story, including rhinos and giraffes.



Southern Ocean Lodge, Kangaroo Island, Australia

Kangaroo Island delights nature lovers with arguably the country's most impressive wildlife encounters. Guests can see koalas, kangaroos and seals all in one day. Southern Ocean Lodge takes guests to admire the island's inhabitants, with day and night safari outings that pair well with the property's offerings: massages with botanicals, hot and cold plunges, private sea-view tubs, and on-site trails.



Aman-i-Khás, Ranthambore, India

Against the backdrop of Rajasthan's Ranthambore National Park, Aman-i-Khás delivers the brand's signature wellness offerings alongside surreal big-cat sightings. Visitors enjoy safari drives to see the striped giants—almost 90 tigers reside in the park—as well as crocodiles, leopards, jackals and sambar deer. Back at camp, massages, guided yoga and meditation immerse guests in India's ancient Ayurveda healing system.

IMAGES **FOUR SEASONS RESORT AND RESIDENCES JACKSON HOLE; OL JOGI / JOHNNIE CROSS; SOUTHERN OCEAN LODGE / JULIAN KINGMA; AMAN**

WINTER MUST-VISITS

Florida Days, New York Nights

An international list of stylish spots

The St. Regis Longboat Key Resort

1620 Gulf of Mexico Dr.,
Longboat Key, FL

CONSIDER FLORIDA'S GULF Coast for warmth this season. This beachfront resort provides a tropical playground with aquatic amenities, including a sea lagoon, wildlife reserve and refreshing swimming pools with plush cabanas. More than 160 rooms and 26 suites are designed with private terraces for a seamless indoor/outdoor feel. Enjoy champagne and wellness shots at the sprawling spa, which also offers hydrotherapy, sauna and steam rooms. Seven dining concepts are highlighted by steakhouse CW Prime. ***marriott.com***

STORY BY
EDEN HERBSTMAN

The Beverly Hills
The Beverly Hills

The Beverly Hills Hotel

9641 Sunset Blvd., Beverly Hills, CA

Acres of palm trees lend privacy to this estate-style hotel, while a red carpet at the entrance leads guests into the banana-leafed ambience. More than 200 accommodations exude comfort, while 23 individually designed bungalows are ideal for extended stays—Marilyn Monroe and Howard Hughes are former residents. The flagship Polo Lounge is still a pinnacle of power dining, while work breaks are best savored poolside at The Cabana Café.
dorchestercollection.com

The Lowell

28 E. 63 St., New York City

Near Madison Avenue and Central Park, The Lowell is a staple of elegance, complete with personalized services (a dedicated fireplace butler helps maximize toastiness on crisp days). More than 40 suites and 27 deluxe rooms accentuate a sophisticated flair. Although there is plenty to explore nearby, the on-site hospitality is equally abundant, from restaurant Majorelle's afternoon tea service and French Moroccan cuisine to cocktails at Jacques Bar and salads and salmon in The Club Room.
lowellhotel.com

Miiro Palais Rudolf

Rudolfspl. 11, Vienna

The newest property from lifestyle brand Miiro is a 64-room boutique hotel overlooking Vienna's old town. Located in the Innere Stadt district, lined with charming alleyways, it's central to attractions such as the Vienna State Opera and Hofburg Palace. Inside, accommodations feature neutral tones and locally sourced vintage pieces that celebrate Viennese heritage. An authentic European café offers dishes with an Italian influence.
miirohotels.com

> A Chelsea town house is a time capsule of old-world charm.

The Cadogan

75 Sloane St., London

A Chelsea town house is a time capsule of old-world charm. But past the red-coated doormen, a modern hotel awaits. Dual entrances—one providing guest-only access (formerly used by Lillie Langtry)—set the tone. Choose from 54 bespoke accommodations featuring velvet furnishings and marble-tiled bathrooms (including Oscar Wilde's former abode). The Cadogan Place gardens offer tranquil strolls before settling into a meal at restaurant The LaLee, inspired by Langtry.
belmond.com

IMAGES **THE ST. REGIS LONGBOAT KEY RESORT; THE BEVERLY HILLS HOTEL, DORCHESTER COLLECTION; THE LOWELL; MIIRO PALAIS RUDOLF; THE CADOGAN**

CONTINENTAL PLATES

COVER STORY

MASTER CHEF **DANIEL BOULUD** BRINGS HIS FRENCH-INSPIRED CUISINE TO THE WORLD THROUGH HIS GLOBAL RESTAURANTS, FOOD LINES, PHILANTHROPIC WORK AND TRAVEL COLLABORATIONS

STORY BY **TERRY ZARIKIAN**
PORTRAIT BY **BILL MILNE**

ABOVE Daniel Boulud at Le Pavillon, New York City **OPENING SPREAD** At Le Gratin, New York City

ONE of the great masters of traditional French cooking, chef Daniel Boulud grew up on a farm outside Lyon, a world capital of gastronomy, before training in some of Europe's finest restaurants. I first met Boulud in 1988, when he was executive chef at New York's celebrated Le Cirque. During his tenure there, the restaurant achieved a four-star review in *The New York Times*, and Boulud received his first of many James Beard Awards. In 1993 he opened his Michelin-starred signature restaurant Daniel on Manhattan's Upper East Side, and for the past 30-some years Boulud and his Dinex Group have established hospitality benchmarks around the globe. This is in addition to his lines of cookware and food, his collaborations with travel behemoths such as Air France and Celebrity Cruises, his multifaceted charity work, and his time spent mentoring the next generation of chefs and restaurateurs.

"We want the DNA of me, Daniel Boulud, to be in every one of our restaurants," he says. These include the long-standing Café Boulud in New York, Toronto and Palm Beach, Boulud Sud in Miami, and Maison Boulud in Montreal. Lately he has expanded his Manhattan offerings with the French American steak house La Tête d'Or and the sushi omakase restaurant Joji.

Let's remember one of his earliest triumphs, the DB Burger, stuffed with short ribs, preserved black truffles and foie gras, a true example of American excess and something only a

→

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“We want the DNA of me, Daniel Boulud, to be in every one of our restaurants.”

→

seasoned chef like Boulud could achieve. La Tête d’Or is similarly offering an elevated French take on steak-house classics, with Wagyu beef, lobster, prime rib carved tableside, and greenmarket fresh vegetables. Through his “triple S” philosophy—soul, seasoning and sauces—chef Boulud infuses each plate with flavor. Consider rich onion soup with Alpine cheese *feuilleté*, lobster bisque thickened with potato, and a selection of the best cuts of meat available.

Meanwhile, a partnership with Tiffany, Blue Box Café by Daniel Boulud, is the highlight of a day of shopping on Fifth Avenue, featuring a seasonal-inspired menu including a Breakfast at Tiffany’s pastry service. And next to Café Boulud the chef offers private dining at Maison Barnes, a venue inspired by Belle Époque Paris, where the decadent menu can include dishes like gin- and citrus-cured *hiramasa*, foie gras perfumed with Armagnac, and Symphonie de Boeuf, braised Black Angus short ribs and New York strip served with melilot sauce and beer carbonate.

FOUNDATION, CONSISTENCY & LOCATION

“When we create a restaurant, there is an R and D process we go through until we really feel we have created a foundation that can live with the restaurant for a long time,” he says. “Once the foundation is established, we don’t change it. And the kitchen has to work hand in hand with the front of the house, because if there is not harmony, you cannot really succeed.”

He names consistency as a top priority: “You have to make sure people connect with and like what you do. It’s okay to be creative, but creativity isn’t the only thing that makes a success. A lot of chefs want to adapt dishes, but it’s hard enough to do something classic and perfect. It’s much harder to do something creative and also consistent and have people come back. When making a dish, 50 percent should be identity, something people can relate to. And after that 25 percent is seasonality and 25 percent is creativity.”

The Dinex Group employs approximately 1,100 people. Boulud relies on his CEO, Sebastien Silvestri, who focuses on defining the next concept for Dinex’s collection of brands. The chef is in constant contact with employees in each one of his restaurants, his GMs, top chefs and anyone in his staff who approaches him.

He cautions those he mentors about mistakes involving locations or business partners. Though he has been remarkably

FROM TOP Tea tower at Blue Box Café by Daniel Boulud, Tiffany & Co., New York City; Restaurant Daniel, New York City

→

successful, his only apparent setback could have been DBGB Kitchen & Bar, a Pan-European brasserie that unfortunately was not sustainable after Covid. "It was fantastic, it was affordable, it was fun," he says. "But it was neither in SoHo nor the Lower East Side. It was right on the Bowery, and that didn't help us succeed in the long term. We stayed seven years but it was going to take us too long to make our money back, and it wasn't worth it."

A PHILANTHROPIC PASSION

While busy with global ventures from New York to Singapore, Boulud nevertheless places great importance on giving back. He is the board chair of Citymeals on Wheels, a charity founded by restaurant critic Gael Greene and James Beard that provides hunger relief to the elderly. His annual Sunday Supper fundraising event for the nonprofit, held each March at Daniel, invites notable chefs to join him in the kitchen. Over the years, the dinner has raised more than $20 million for the cause.

> "It's okay to be creative, but creativity isn't the only thing that makes a success."

He also serves as chairman of the board of directors of Ment'or, which imparts culinary education to serious young professionals through grants and hands-on training (fellow superstar chefs Thomas Keller and Jérôme Bocuse are also involved). And he works with Food1st, a nonprofit organization that alleviates food shortages during critical times such as the Covid pandemic. Food1st has delivered more than a million meals to over 360 locations throughout New York City while also providing employment for hospitality workers during a period of economic limbo. Boulud also volunteers for Daniel Humm's Rethink Food, City Harvest, God's Love We Deliver and The Bowery Mission.

Boulud's list of protégés includes some of today's biggest culinary names, including Alex Guarnaschelli (Butter), Riad Nasr and Lee Hanson (Frenchette, Le Veau d'Or, Le Rock) and Michael Anthony (Gramercy Tavern), who all came out of Daniel, as well as David Chang (Momofuku), Rich Torrisi and Mario Carbone (Major Food Group) and Andrew Carmellini (Locanda Verde, The Dutch), who benefited from working at Café Boulud.

BELOW La Tête d'Or, New York City

PRAISE FROM FELLOW CHEFS

> "He has always been very friendly and generous and loves to bring the industry together. He has nothing to prove any longer but is an amazing chef who is opening all over the world to showcase his food with endless energy while having fun. He is truly one of the best chefs in the world, a great ambassador for French cuisine and culture."
> **—ERIC RIPERT**

> "I am still inspired by Daniel's energy, leadership and longevity. He remains as creative today as ever, and it's been an honor to continue to grow my career alongside his. He has been one of the major pioneers in making both classic and modern French cuisine so beloved in New York."
> **—JEAN-GEORGES VONGERICHTEN**

"EXPANDING, EXPOSURE AND MARKETING"

And then there are the initiatives Boulud makes to connect with food lovers across the country who aren't near one of his restaurants. He dubs it, "Expanding, exposure and marketing." A made-in-America cookware line for Sardel, for example, was designed with comfort in mind. Made of five-ply clad stainless steel, it is induction- and oven-safe and can be used in either a professional kitchen or at home. "The format is just practical, modest but durable," he says, "and more approachable to cook with every day."

There are also his food products, such as caviar and smoked salmon, sold through Goldbelly and other sites. "I'm very proud of the smoked salmon—it is really exceptional," he says. "On Goldbelly we also do a lot of packaging with [his market] Épicerie Boulud," which sells French sweets, a beef and butter kit and a

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> “I was always familiar with the collaboration between a chef and a brand.”

ABOVE In his restaurant Le Voyage for Celebrity Cruises

signature burger kit. “If you live in Middle America, it’s wonderful to receive a box of macarons, whereas in New York there are 50 other places you can find them.”

THE TASTEFUL TRAVELER

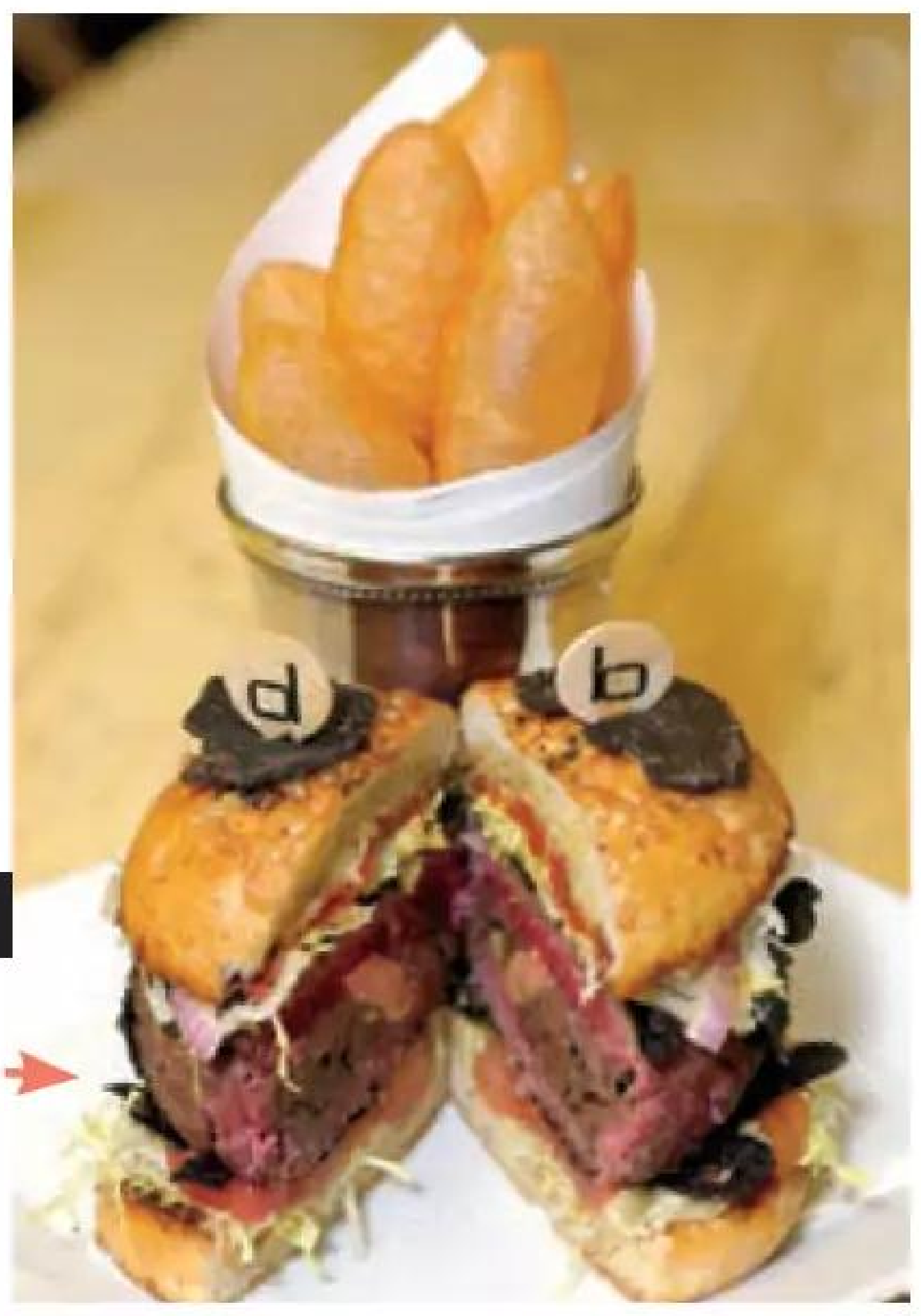
Of course, one can also experience Boulud at sea and in the sky through his collaborations with Air France and Celebrity Cruises. Travel has always interested him. He recalls that when he was younger the Michelin-starred chef Georges Blanc set an example by working with airlines and cruise ships. “He has been working with Singapore Airlines for years,” Boulud says. “I was always familiar with the collaboration between a chef and a brand that is maybe not a restaurant or hotel, but still in service.”

After an initial run with Lufthansa for a few recipes, he began a long-standing partnership with Air France in 2016, crafting dishes for its La Première and Business cabins. He has worked closely with the airline’s caterers to perfect offerings such as Atlantic lobster with curried coconut sauce and peppered beef tenderloin with cranberry. “Every time a friend of mine flies on Air France they say, ‘Oh, Daniel, I’m going to have dinner with you tonight on my flight.’ I ask them to take a picture because I want to see how it’s plated,” he says. “We really try to follow the guidelines they give us so we can have something consistent that travels well and reheats well in the plane.”

Meanwhile, as global culinary ambassador for Celebrity Cruises, he has created his first signature restaurant at sea, Le Voyage, available on the *Ascent* and *Beyond* ships. “It evokes a travelogue, inspired by many other cuisines such as Mexican, Thai, Indian and even Louisianian,” he says. “It’s nice to not be confined to just French cuisine, but to do all. There is also a bit of a challenge with seasonality, because the ship keeps moving. In the winter it’s in the Caribbean, and in summer the South of France, so we adapt to that.”

So what’s next for Daniel Boulud, who is now 70? “Well, I’m not planning to retire just yet! We’re opening a Café Boulud in London at The Waldorf Astoria, and also a Terrace Boulud at the Mandarin Oriental in Hong Kong. But I don’t care as much about stars and awards anymore. I do care about being as good as my friends Eric [Ripert] and Jean-Georges [Vongerichten]. I have been in New York for 40 years now, and I have been through maybe 14 different critics at *The New York Times*. And I’m still standing, and they’re all flying out.”

DANIEL’S CLASSIC DISHES



- Bluefin tuna with grilled *bellota* chorizo, fennel and saffron potatoes
- Fois gras à l’Armagnac: foie gras terrine with Honeycrisp apple and hazelnuts
- Steak with shallots and lyonnaise potatoes
- DB Burger: patty stuffed with red-wine braised short ribs, foie gras and black truffles on a Parmesan bun
- Madeleines: shell-shaped lemon-scented sponge cakes

IMAGES BILL MILNE; ERIC VITALE PHOTOGRAPHY; ADRIAN GAUT; PARKER CALVERT; JASON VARNEY FOR ROCKWELL GROUP; GETTY IMAGES; CELEBRITY CRUISES

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LOEWS
HOTELS

WINTER ESCAPES

SEVEN GLOBAL DESTINATIONS THAT MAKE THE SEASON BRIGHTER

STORY BY **RAMSEY QUBEIN**
ILLUSTRATIONS BY **ADAM NICKEL**

THE WINTER SEASON is a busy time for hotels and airlines, and the increased demand can also inflate prices. When business travel wanes and seasonal travel patterns change, airlines often reposition some planes to leisure destinations. More ski destinations, warm-weather islands and Southern Hemisphere spots (where summer is in full bloom) give them a better chance at maximizing profits.

But how can the frequent flyer benefit? If you know which flights to look for and when, you are likely to score a good deal.

While hotels cannot change their geographic location, they can adjust their prices (in cash or loyalty points) and offerings by the season. Many properties experience high demand in the winter months but offer discounted rates during certain weeks to fill the gaps between school holiday periods.

Some travel sites, such as Kayak, have even started to use artificial intelligence to help you plan your trip. You can ask its AI tool a few questions, like where you want to go, when, and how you can save the most cash. For example, you can ask for the best five-star hotel near Rockefeller Center in New York for Christmas Eve.

Whether you use AI or your own smarts, these seven trip ideas for the winter season can provide some inspiration. They also coincide with new flight routes, hotel openings, property upgrades and other worthy perks that can add cheer to your trip and a little extra jingle in your pocket.

COLORADO SKI COUNTRY

Airlines are eager to add seats to some of the country's winter hotspots. And Colorado is seeing a slew of new flights, including nonstop service to Vail/Eagle from New York-JFK (Delta), Washington Dulles (United) and Charlotte (American), as well as new service from Charlotte to Aspen on American. All of these are on a limited seasonal schedule, but they make reaching the slopes easier this winter (especially if you are hoping to redeem miles for part or all of the trip).

A great tip, says John DiScala, otherwise known as travel expert Johnny Jet, is to book holiday travel as far out as you can. "I usually book months in advance and sometimes take the cheapest tickets that require multiple stops," says DiScala. "That's because I'm banking on the airline to change schedules so I can switch to nonstop flights that were much more expensive at no extra charge."

Airlines post their schedules 11 months out, but these change as airlines firm up which planes to use based on demand. If the schedule change is significant enough, you can switch flights at no charge (maybe even to one of the new nonstops).

During the weeks before Christmas and the first weeks of January, the mountains can offer great deals. And many hotels are showcasing new features this winter, like the redesigned guest rooms and branded suites inspired by Hennessy at The St. Regis Aspen. *[For more on Colorado, see on ski feature on page 70.]*

NEW YORK

This is the time of year when the city's top hotels roll out the red carpet for guests with special activities and decor. In December, The St. Regis New York partners with Ladurée to decorate a designer Christmas tree and offers a special holiday-themed afternoon tea. The Festive City Lights package at Le Méridien New York, Central Park, includes a welcome chocolate gift and two tickets to Rockefeller Center's Top of the Rock for the best views of the ice-skating rink and tree. At both hotels, you can earn or redeem Marriott Bonvoy points during your stay. The Plaza, part of Accor's loyalty program, even has a package that lets guests recreate the famous holiday scenes from the movie *Home Alone 2*.

New York's airports are well-connected to cities across the country but prepare to pay substantial rates for hotel rooms during much of the season. If you are willing to forego the holiday decorations, early January is a great time to visit. You will find lower hotel rates, and during the last 12 days of the month, it's Broadway Week, where you can score two-for-one ticket deals to top shows.

The Plaza has a package that lets guests recreate scenes from *Home Alone 2*.

HAWAII

Hawaii is hugely popular in the winter. If you plan to go, time your trip before Christmas or during the first two weeks of January to avoid the price surges that happen when schools are out for vacation.

"My favorite time to visit is early or mid December or early January," says DiScala. "Crowds are smaller, and it's chilly where we live in California, so we appreciate it more. Just be sure to avoid the Christmas and New Year weeks for the best experience."

A great reason to consider a visit is thanks to the merger between Alaska and Hawaiian Airlines. With Hawaiian joining Alaska's Oneworld alliance in 2026 and both programs allowing mileage pooling between the two, it might be easier than ever to accrue enough miles for an award ticket to the islands. Don't forget that you can also earn or redeem AAdvantage miles via Alaska flights, as well as combine your Hawaiian and Alaska mileage balances for a free trip.

Once there, consider the festive activities hosted by many hotels and resorts. Maui's Wailea Beach Resort, part of Marriott Bonvoy, has nighttime waterslide fun and gingerbread house workshops. And if you're worried about packing gifts for your trip, think about picking up an ideal present in the islands. At Four Seasons Resort Hualalai, travelers can take lessons from a surfing pro and then create their own wooden surfboard to take home.

Hyatt Regency Maui Resort and Spa, a favorite of World of Hyatt fans, has a daily property-wide scavenger hunt for kids. And at The Westin Maui Resort & Spa, Ka'anapali (another Marriott Bonvoy property), children can mail letters to Santa while parents enjoy classic arcade games and Topgolf Swing Suites.

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MIAMI-DADE COUNTY

Brisbane now has nonstop service on American, Delta and United.

MARRAKESH, MOROCCO

This winter, United is reviving its seasonal Newark-to-Marrakesh route and Delta is operating nonstop flights from Atlanta. This is a great time to visit Morocco and its bustling souks, exotic coastal towns and mountain villages as the daytime temperatures are pleasant in the 60s, unlike the scorching summers.

You can redeem miles for both of those flights, and of course connect from other U.S. cities to these hubs. Both airlines use a dynamic pricing model for redemptions, which means the mileage cost of your ticket will vary based on the date of travel and your departure city. But websites like PointsYeah.com and Seats.aero can help you find deals faster than the airlines' own websites because they search a lot of other options that allow mileage redemption for these same flights. And once onboard, toast that great redemption with Taittinger champagne in Delta One and Laurent-Perrier in United's Polaris.

The relatively new Park Hyatt Marrakech offers nightly World of Hyatt redemptions between 25,000 and 35,000 points. And if you want to be closer to the medina, check out the recent renovations at La Mamounia, one of the world's most famous properties and a member of The Leading Hotels of the World. Now that its loyalty program is a transfer partner of Citi ThankYou Rewards, it's easier to redeem points for a stay there, and American Express' Platinum Card now offers Leaders Club Sterling elite status for free upgrades, breakfast, bonus points and late checkout.

BRISBANE, AUSTRALIA

This Australian city now has nonstop service on all three major U.S. network carriers (Delta from Los Angeles, United from San Francisco, and American from Dallas). In fact, American is now flying its newest Flagship Suite, with fully closing doors, on this route. And its partner Qantas is now flying the Boeing 787 daily from Los Angeles.

The hip, riverfront W Brisbane (part of Marriott Bonvoy) and The Star Grand with its new pool club are popular hotel options. A new InterContinental Brisbane has also opened, with plans for significant additions in the coming year.

Brisbane is preparing to host the Summer Olympics in 2032, which will bring a host of infrastructure upgrades. It is also the gateway to the Great Barrier Reef, the Gold Coast, the Sunshine Coast and the Whitsunday Islands, all of which are ideal destinations during the Southern summer.

FROM OUR PARTNERS

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The only contemporary Palace hotel, Le Royal Monceau - Raffles Paris has been a beloved destination for artists, gourmands, fashionistas, and adventurers alike since the Roaring Twenties. Within walking distance from Arc de Triomphe, Champs-Elysées and Parc Monceau, the hotel boasts impeccable service, Philippe Starck design, an unparalleled commitment to the arts, and a rich array of culinary experiences.

Exclusive amenities include a dedicated Art Concierge service, art bookshop and concept store, private art collection, art gallery, a 99-seat cinema, and the expansive Raffles Spa & Wellness, as well as culinary offerings including the recently reimagined Le Bar Long, the Michelin-starred Il Carpaccio, and Matsuhisa Paris. Elegant yet avant-garde, Le Royal Monceau – Raffles Paris has become the preeminent choice for luxury sophisticated travelers.

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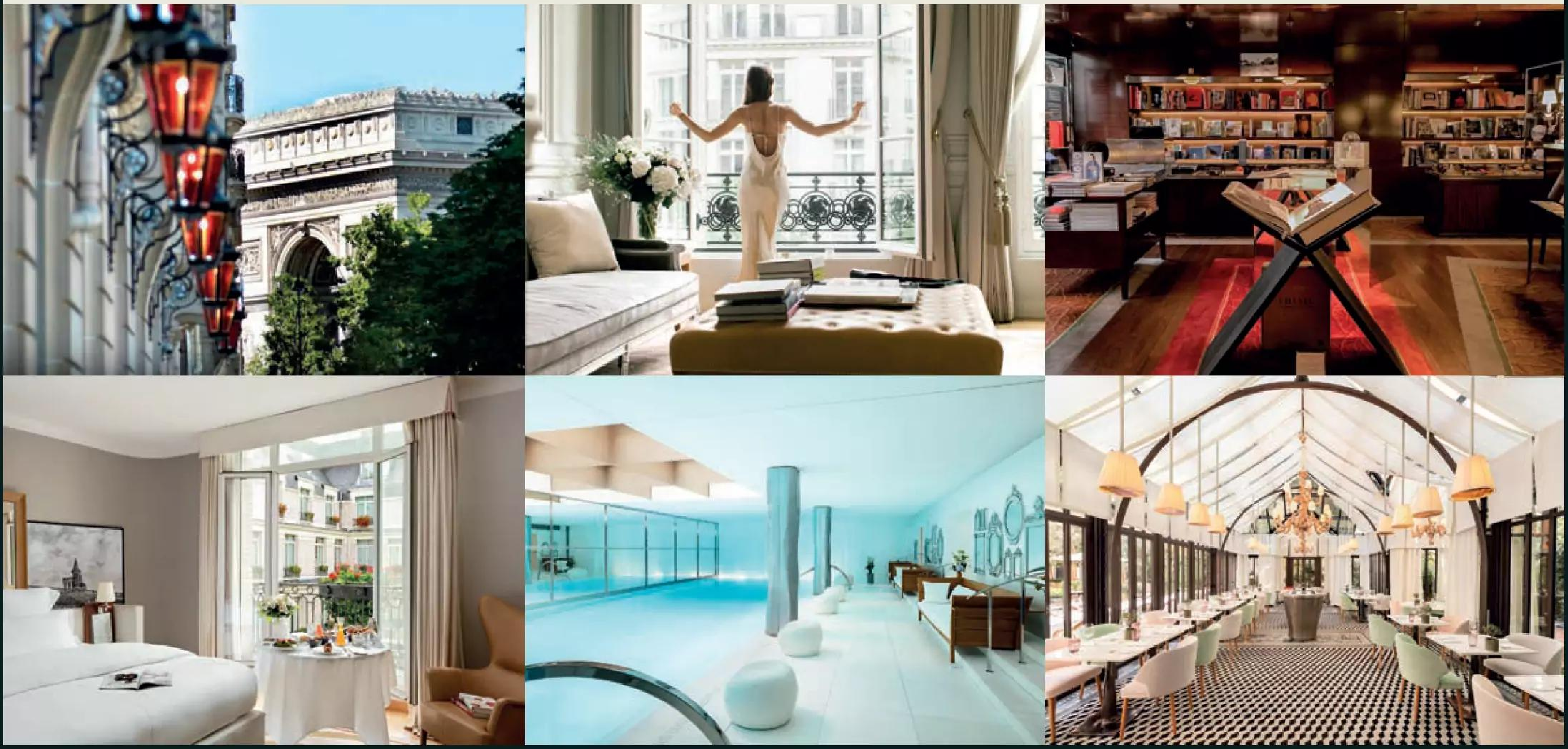


From Madrid, there are many flight connections to southern Spain.

ANDALUSIA, SPAIN

The winter is a special time in southern Spain, especially in Córdoba, known for its majestic mosque-cathedral. The holiday season runs through the first week of January.

You have the festive Christmas markets in Málaga, a series of parades from Córdoba to Granada to Málaga, and the famous *zambombas* in Jerez de la Frontera. The *zambombas*, specific to the Cádiz area, involve flamenco dancers performing around a fire while everyone enjoys traditional dishes, a unique experience for visitors.

Travelers can take advantage of numerous Iberia flights from Madrid, including nonstop service to Orlando, new year-round service to Washington Dulles, and expanded service to New York-JFK, Boston and San Juan. All of these flights offer more opportunities to redeem American AAdvantage miles or Avios points with airlines like British Airways, Finnair, Iberia and Qatar Airways. From Madrid, there are many flight and train connections to southern Spain.

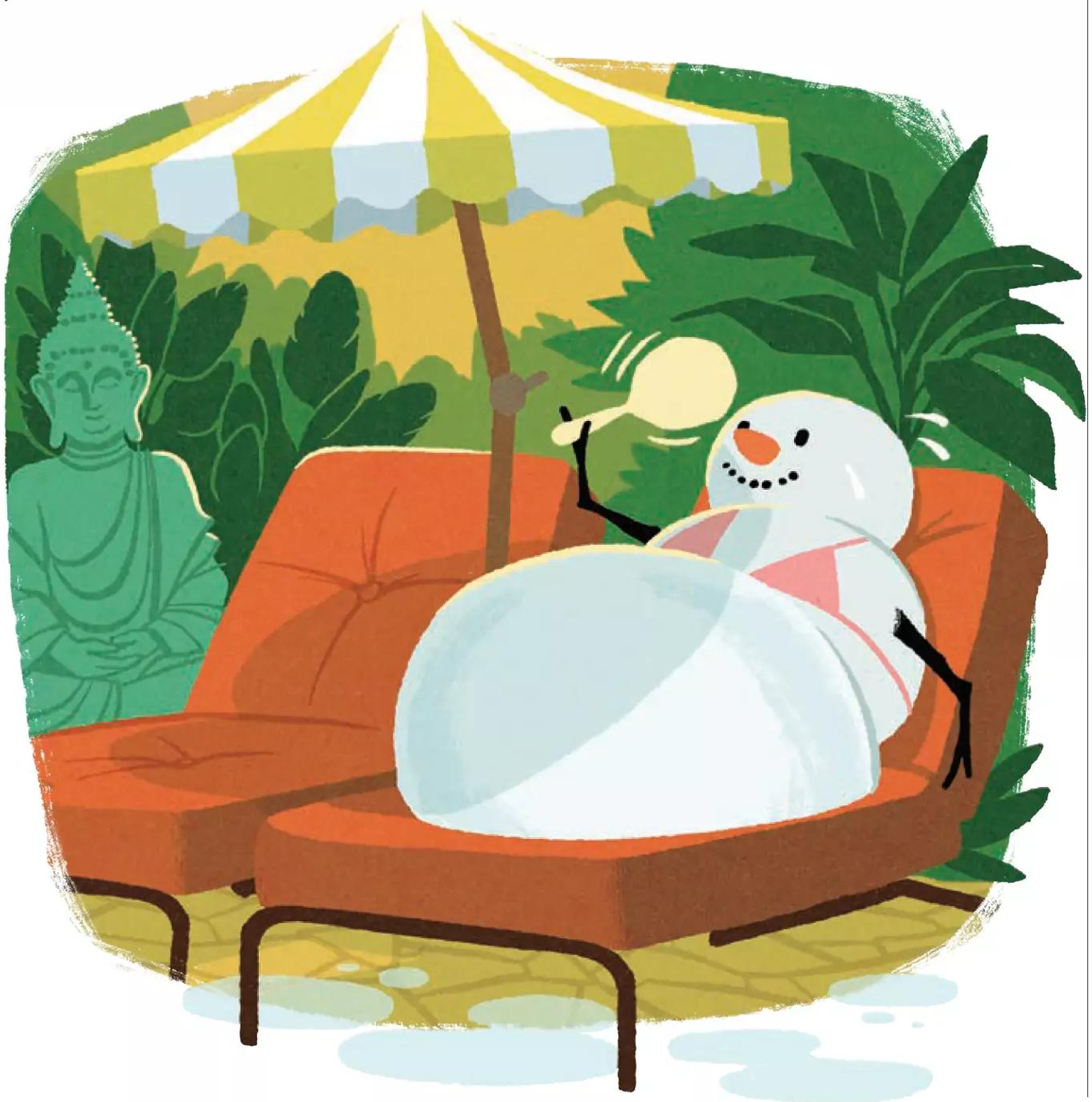
Keep in mind that when redeeming Avios points, the program follows a peak and off-peak calendar, with most days until February classified as off-peak. This means an award from New York or Washington, D.C., to Madrid, for example, would cost only 16,000 Avios points each way in the lowest economy class or 40,500 points in business class.

THAILAND

HBO's third season of *The White Lotus* followed well-heeled vacationers exploring Koh Samui in Thailand. The Southeast Asian nation is popular with travelers from around the world, and the winter is not as humid and hot as summer, making it the perfect time to visit. United's new flight to Bangkok from Los Angeles via Hong Kong makes it even easier to reach, especially for Star Alliance mileage collectors.

Bangkok is filled with luxury hotels offering excellent points-redemption deals, but if you're looking to recreate *The White Lotus* experience, Koh Samui is the place to be. While most scenes were filmed at the island's Four Seasons Resort (which has no loyalty program), there are Anantara resorts where other parts of the show were shot. You can earn or redeem Discovery Dollars (the points program used by Minor Hotels, which owns these Anantaras) when staying at hotels such as Anantara Lawana Koh Samui Resort or Anantara Mai Khao Phuket Villas.

You will probably start or end your journey in Bangkok, where almost every major hospitality brand has a location, unlocking points-redemption opportunities no matter which brand you prefer. Saving money on a winter vacation? That's a great holiday present in itself.



LeAh

Q&A

Introducing Leah Agentic OS

Anurag Malik, President and CTO, ContractPodAi

What is Leah Agentic OS and what are its key capabilities?
Leah Agentic OS is an agentic AI platform enabling enterprises to build and manage intelligent AI agents across all business departments, including finance, legal, HR, IT and procurement.

By connecting to existing systems, these agents go well beyond basic automation, with full capability to understand each department's work and perform tasks such as document analysis, data updates and decision making. Users connect with Leah Agentic OS with plain language prompts, and Leah generates the necessary agents or uses pre-built ones for common business tasks.

The platform integrates with tools like Slack and Teams and has built-in security and compliance features to work through every step of the business process.

What customer problems does it solve?
Leah Agentic OS solves three critical challenges faced by enterprises.

First, enterprise workflows are fragmented across legacy systems and cloud tools, creating operational blind spots and inefficiencies. Leah eliminates these blind spots.

Second, most automation platforms lack embedded intelligence, limiting their value to simple data transfer or rule-based logic. Leah ups AI potential with accessible agentic intelligence.

Third, generative AI remains under leveraged in real operations, often confined to pilots or disconnected tools. Leah allows for immediate, real business use across departments.

What makes this system agentic, and how does it differ from other generative AI tools?
Leah's agents do much more than moving data between systems like other generative AI tools. Leah's agents are like AI teammates: they reason, analyze, and act in a trackable, explainable, and compliance-driven manner.

You can deploy Leah however you need - whether that's in the cloud, your own private environment, or even fully on premises for highly regulated industries.

Leah agents become the connective tissue binding enterprises data, tools, and processes into a single, intelligent system that makes business operations faster, smarter and more consistent.

What is different about the Leah platform?
Leah is a single, unified enterprise platform that enables businesses to build, operate and deploy intelligent agents across departments such as legal, procurement, finance, HR, and IT.

Unlike conventional AI platforms that automate tasks in silos, Leah establishes an agentic network — a dynamic system of AI agents that reason, collaborate, and act across the enterprise to streamline operations, strengthen oversight, and accelerate business outcomes.

Leah is the operating system for enterprise intelligence, putting ownership, governance and innovation directly in the hands of the customer.

Why this launch now? What gap in the tech market are you addressing?
Leah Agentic OS fundamentally rewires how enterprises operate, and there are value shifts happening across industries that are reshaping the very foundations of enterprise strategy.

The gap Leah fills is the lack of a cohesive, intelligent system for enterprise-wide AI. Many organizations are experimenting with isolated, fragmented AI tools and failing to scale, govern and connect those efforts across departments.

Leah Agentic OS brings it all together. ■

POWDER POWER

Grand Hyatt
Deer Valley,
Park City, Utah

FROM CANADA TO COLORADO TO ITALY, THE WORLD'S SKI RESORTS ARE UPPING THE ANTE BOTH ON AND OFF THE SLOPES

STORY BY **TODD PLUMMER**

THE SKI INDUSTRY is turning up the volume this season—not with cheap thrills, but with sharper, smarter energy. There are new trails, new flights and new reasons to visit the world's most coveted peaks. Luxury is getting more fluid and, much like the rest of the travel industry, turning its attention toward experiences. Diversity is finding its footing like never before, too, and even the smaller resorts in less visited destinations are offering serious reasons to rethink the same old, same old this year. Still, there's also something to be said about the staying power and iconic status of the sport's longest standing resorts: Whistler and Jackson Hole are celebrating their 60th anniversaries this winter, and both are still at the top of their game.

Whether you're drawn to something old or something new, the numbers tell a clear story: Last winter saw 61.5 million ski resort visits, the second-busiest season on record, per the National Ski Areas Association. Ignore the doom and gloom around the gentrification of ski towns, increased prices, climate change, and more—we are truly entering a golden age of skiing, with more avenues to engage with the sport than ever before.

"With the new Four Seasons coming to Telluride, for example, the Madeline Hotel & Residences, Auberge Collection, will have more favorable rates," says Meg Austin, a Vail, Colorado-based travel advisor and owner of Meg2book, an associate of The Travel Society, a Virtuoso agency. More options and new openings mean higher competition for hotels and resorts to stake their claim. "My job is not so much about where people want to go, but about finding what works for what they seek—and with value," says Austin.

That word, "value," has become the defining tone of the season. Just look at Vail Resorts, which this summer launched Epic Friend Tickets. Each holder of one of its multi-mountain Epic Passes can now issue a limited number of vouchers for 50 percent off lift tickets, and the cost of each redeemed Friend Ticket can be applied to a 2026-2027 Epic Pass. A few months after Vail dropped that news, its main competition, Alterra Mountain Company, responded with a similar program. Both are among the best value deals the ski industry has ever seen.

So now, with so many options everywhere, the question isn't simply where to ski, but how and when. Skiers are thinking holistically, considering how to arrive seamlessly, where to stay, what to do when they (or their companions) are off the slopes, and how to rent gear or put kids in ski school without drama. The powder is still important (and the *Farmers' Almanac* is predicting a cooler, snowier winter across much of the country), but the real magic of the perfect ski trip now lies in the mix of logistics and atmosphere. That means making the right choice is all the more important.

UTAH

FROM TOP Grand Hyatt Deer Valley; guest room at the Inn at Sundance; Sunrise Gondola at Park City Mountain Resort

EFFICIENT AND POLISHED, Utah has quietly become America's smartest ski state. Salt Lake City is easily reached via numerous direct flights, making it a convenient option for even a weekend trip if you're coming from the coast. A lot of Colorado's best resorts require temperamental connecting flights or a harrowing drive up I-70—but here you can get from Salt Lake City International to clinking champagne at the Pendry Park City in approximately 45 minutes.

This season brings the debut of the new Sunrise Gondola at Park City Mountain Resort, nearly doubling uphill capacity and easing the dreaded morning queue. Deer Valley, meanwhile, unveils the final phase of its historic Expanded Excellence plans: a monumental expansion of approximately 3,700 skiable acres, more than doubling the size of the resort and adding nearly 80 new runs and seven chairlifts, as well as a glittering Grand Hyatt in its new East Village base area. Over at Sundance, founded by the late Robert Redford, the new Inn at Sundance brings a proper hotel experience to the beloved ski area, which until now offered mostly privately owned rental homes.

> Deer Valley unveils the final phase of its historic Expanded Excellence plans.

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FROM LEFT Valle Nevado, Chile; Bald Mountain, Sun Valley, Idaho

CHILE

AFTER THE NORTHERN Hemisphere's spring snows have melted, set your sights on Chile's jagged, breathtakingly high peaks. The Andes have long been a secret weapon for those who crave year-round skiing, but they're about to become even more attractive to the American market. The Durango, Colorado-based Mountain Capital Partners has acquired the country's largest ski resort, Valle Nevado, and its neighboring resort La Parva, investing more than $4 million in infrastructure and hospitality updates. MCP also has designs on buying further local resorts that, if successful, would make this the largest interconnected ski resort area in the Western Hemisphere, on the same scale as Italy's Dolomiti Superski or France's Les 3 Vallées, and larger than Canada's Whistler. With no jet lag to speak of, an easy two-hour drive from Santiago, and strong snow forecasts when the North American ski resorts are focused on mountain biking, Chile is one region to watch. Ski it now before all your friends do.

IDAHO

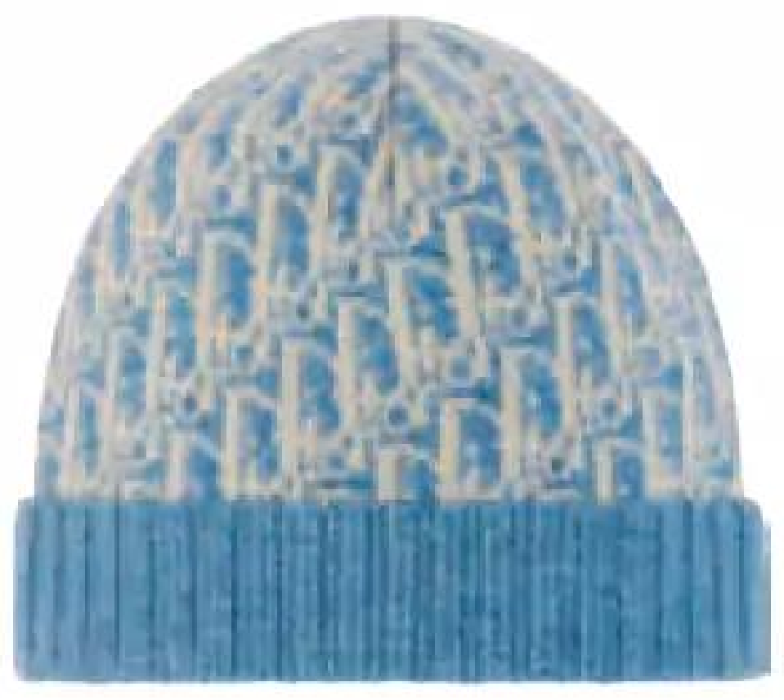
VALUE RESORTS FEEL cool again—and Idaho leads the way. Tamarack Resort is surging in popularity thanks to its lodge and expansion plans. Sun Valley, of course, remains the area's most popular retreat—Hemingway used to escape there. But there are hidden gems, too, such as Schweitzer. The resort is emerging from a facelift spanning a boutique hotel, spa, high-speed lift and backcountry center offering cat-skiing. Check out Schweitzer's Kids Ski Free Week, when children can ride at no cost. The resort also offers a Fly Alaska, Ski Free promotion through which guests arriving on Alaska Airlines can show their boarding pass for a complimentary lift ticket.

COLD PACK

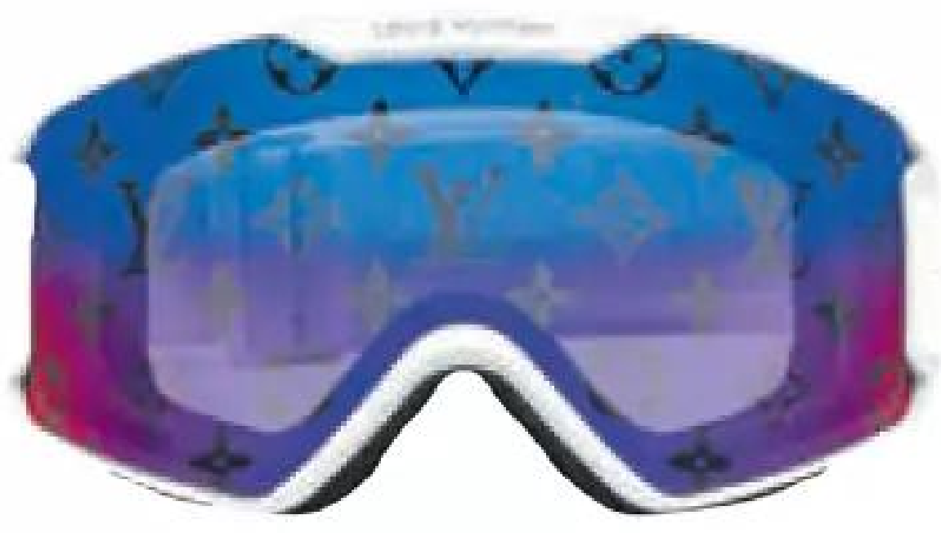
Stylish looks for the slopes

Whether you prefer black diamond runs or après-ski comfort, your style strategy has never enjoyed such a bounty of irresistible options. From goggles to gloves, cashmere caps to shearling-lined boots and much more, upscale labels are celebrating ski season with capsule collections that blend sporty and chic with ease. Check out these ski-friendly pieces that just arrived in boutiques.

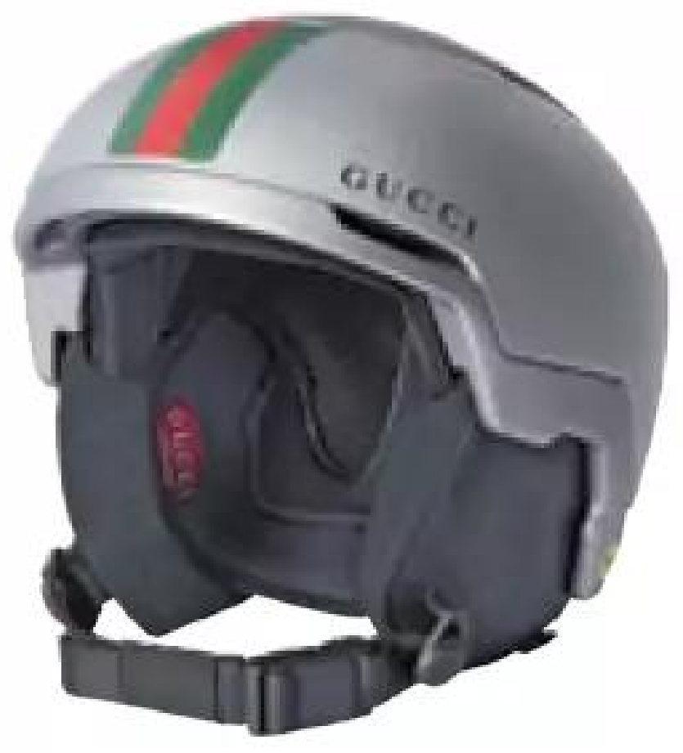
—LAURIE BROOKINS



DIORALPS DIOR OBLIQUE BEANIE
From the DiorAlps collection, this cashmere-blend cap is reversible to highlight the house's Dior Oblique motif. ***$730, at dior.com***



LOUIS VUITTON LV SNOW GRADIENT MASK
This ski mask is adorned with Louis Vuitton's iconic Monogram print. ***$1,580, at louisvuitton.com***



GUCCI X HEAD SKI HELMET
A blend of safety and style, this helmet features comfort padding while its stripe is a nod to a classic Gucci motif. ***$850, at gucci.com***

III DOLOMITES

ACROSS THE ATLANTIC, the Italian Alps are having their moment thanks to the Milano Cortina 2026 Olympic Games, which have spurred a massive transformation of hospitality. Dolomiti Superski, an almost unknowably vast, interconnected web of peaks and valleys, is the heart of the action. There are new gondolas and extended terrain, but also a cultural evolution: cooking classes, art installations on the slopes, and skiing that's as fine as anywhere in the Alps.

Cortina d'Ampezzo, the glittering unofficial capital, leads the charge. Aman Resorts opened Aman Rosa Alpina in neighboring San Cassiano, and the forthcoming The First Cortina hotel (opening in summer) promises a sleek counterpoint to the town's Romanesque architecture. Bookings from the United States are approaching record levels, driven by a strong dollar as well as a desire for something a little different from yet another trip to the Rockies. In the vast, rich context of the Alps, the Dolomites stand out as strikingly authentic and culturally satisfying.

There are new gondolas and extended terrain, but also a cultural evolution.

FROM TOP Premier Suite at Aman Rosa Alpina, San Cassiano; Dolomiti Superski; Cortina d'Ampezzo

→

COLORADO

THE CENTENNIAL STATE is a classic ski destination, but this season it's also at the forefront of reinvention. At Keystone, the Kindred Resort finally opens its doors, giving the area its first true luxury hotel. Beaver Creek, Vail's more intimate and sophisticated sibling, is expanding its beloved food festival The Alpine Table with local chef collaborations. And Colorado's resorts will host events championing diversity: the National Brotherhood of Snowsports Black Ski Summit at Keystone and the annual Breckenridge Outdoor Education Center Day of Inclusion, a powerful statement of adaptive recreation across the resort.

> Aspen continues to be Aspen, the epicenter of the sport.

FROM TOP Keystone Resort; Beaver Creek Alpine Table food festival; lobby at the White Elephant Aspen

Of course, Aspen continues to be Aspen, the epicenter of the sport. The Aspen Meadows resort has added barrel saunas and recovery programs that make rest day a worthy inclusion on any itinerary, and February brings the highly anticipated debut of the White Elephant Aspen, a design-driven hotel with other locations in Palm Beach and Nantucket. That opening will stand out even in Aspen's crowded luxury hotel scene. Add it all up and Colorado remains the most robust ski experience in North America: luxurious yet inclusive, approachable yet thrilling enough to satiate the daredevils.

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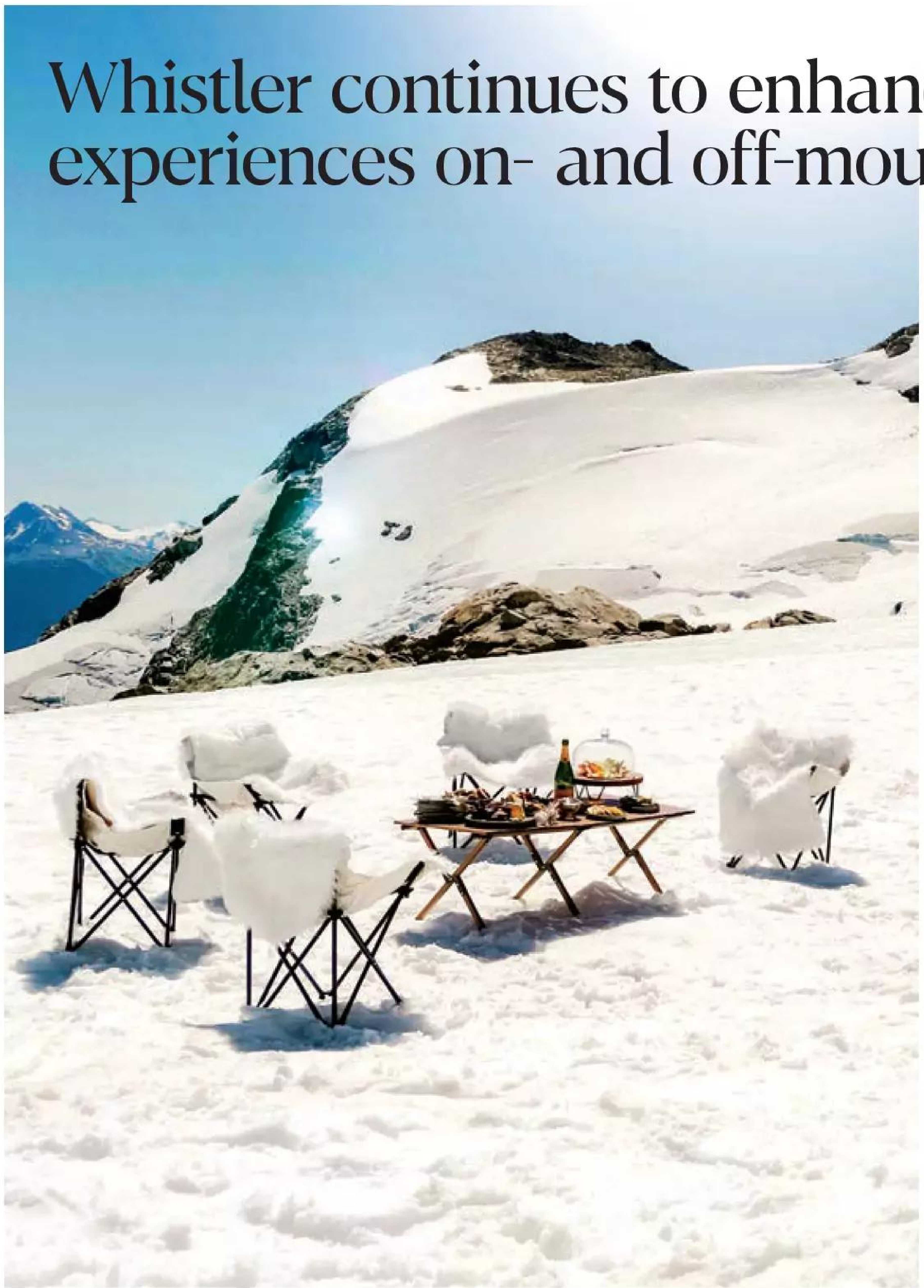
Whistler continues to enhance its experiences on- and off-mountain.



BRITISH COLUMBIA

IT'S A GREAT time to consider skiing our neighbors to the north. Whistler Mountain celebrates its 60th anniversary this year (and its sister, Blackcomb Mountain, turns 45) with one of the longest seasons in the Americas, stretching until May. Never to be outdone, Whistler continues to enhance its experiences both on- and off-mountain. The new Glacier Table experience from the Four Seasons Resort and Residences Whistler brings guests via private helicopter to a naturally sculpted ice cave for dinner prepared by a personal team. Its competition the Fairmont Château Whistler is similarly bringing guests via private helicopter to a glacier for a private mixology class. And with a base village featuring some of the most diverse cuisine around—from Thai to sushi to Spanish—as well as a film festival, food festival and endless opportunities for snowshoeing, Whistler remains the top choice for groups including both skiers and nonskiers.

MONTANA & WYOMING

IF ASPEN IS where the glitterati go to be seen, Montana and Wyoming are where they go to disappear. Big Sky attracts A-list types such as Taylor Swift, Tom Brady and Ben Affleck to its Yellowstone Club, a gated enclave with its own private ski lifts, but this season there's a newcomer that anyone can book: One&Only Moonlight Basin, the brand's United States debut, designed by internationally acclaimed architecture firm Olson Kundig. This winter also brings a pop-up from award-winning Chicago restaurant Alinea, bringing its artistic, modernist cuisine to 7,000 feet.

Jackson, Wyoming, another bastion of discretion, has its own momentum going this season. The beloved Amangani is currently closed for renovations and expected to reopen in summer, so until then, Jackson's well-heeled skiers can check out the Hoback Club, a new semi-membership enclave opening in January. All 25 of its multimillion-dollar units have been sold, but many are available to the public to rent for a minimum of four nights to a maximum of two weeks, with posh amenities like ski valets, a spa with hydrotherapy circuits, and in-room spa treatments. Over at the Hotel Jackson, a new expansion, The Retreat, introduces an all-suites concept complete with a restaurant helmed by Michelin-starred chef Malyna Si, formerly of the Four Seasons Orlando.

FROM LEFT Glacier mixology class at the Fairmont Château Whistler, Canada; Lone Peak Tram at Big Sky Resort, Montana

IMAGES DEER VALLEY RESORT; SUNDANCE MOUNTAIN RESORT; JACK LOOSMANN / PARK CITY MOUNTAIN; ADOBE STOCK; SUN VALLEY RESORT; AMAN; @MILANO CORTINA; DOLOMITI SUPERSKI; @KATHLEEN YOUNG; BEAVER CREEK RESORT; WHITE ELEPHANT RESORTS; FAIRMONT CHATEAU WHISTLER; COURTESY BIG SKY RESORT; COURTESY OF DIOR; LOUIS VUITTON; GUCCI

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This private mountain community offers effortless access to world-class skiing at Deer Valley® Resort—now even more seamless with the debut of the East Village base area. Members enjoy the privilege of three ski-in/ski-out private lodges, each designed as an elegant retreat between runs, complete with personalized service and warm hospitality.

A fleet of luxury shuttles runs continuously throughout the day, ensuring that the transition from doorstep to slope is smooth and unhurried. Every detail is considered, so members spend less time coordinating and more time carving turns, sharing meals, and creating memories.

And when the lifts stop spinning, winter continues here—on snowshoe trails, at lively community gatherings, and in evenings spent fireside with family and friends. Red Ledges turns ordinary days into meaningful moments, balancing adventure with peace of mind.

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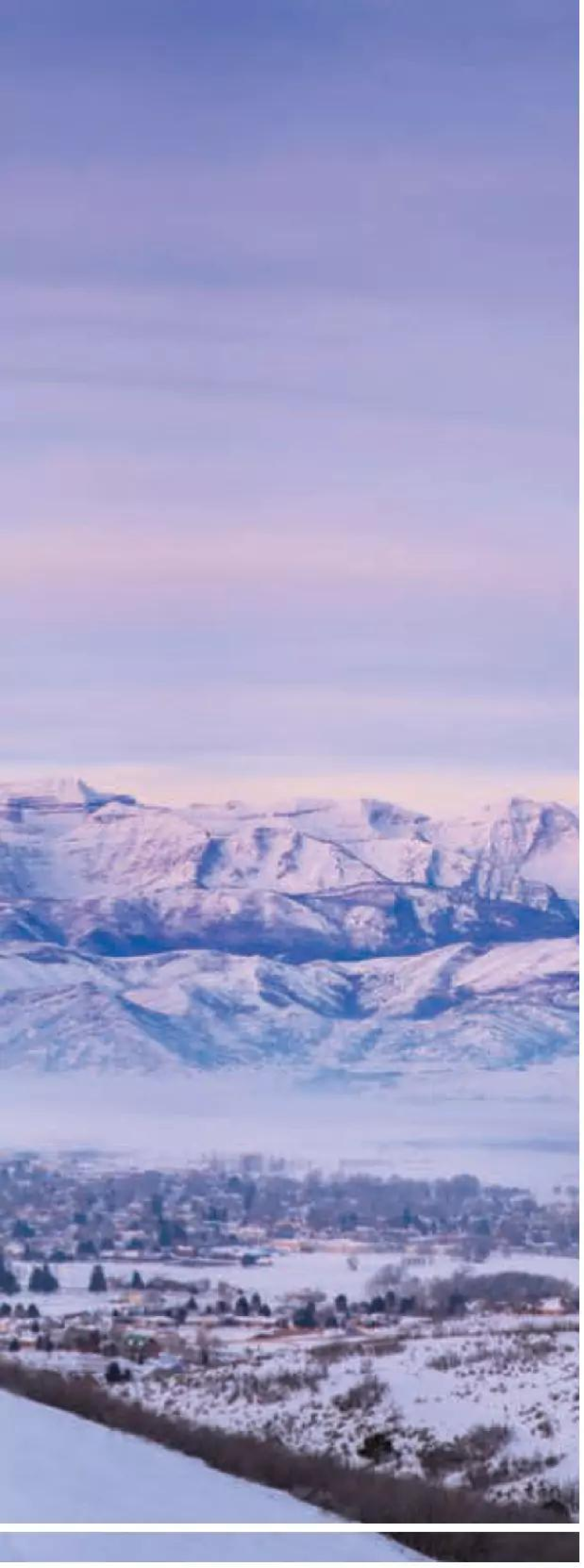

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British Airways Lounge MIA

BAR REVIEW
Red Phone Booth Miami

CABIN REVIEW
Icelandair Saga Premium

HOTEL REVIEW
The Laslett London

Tried & Tested

Expert takes on this month's essential places and products

RESTAURANT

French Connection

An NYC bistro offers a taste of Paris

READ THE REVIEW

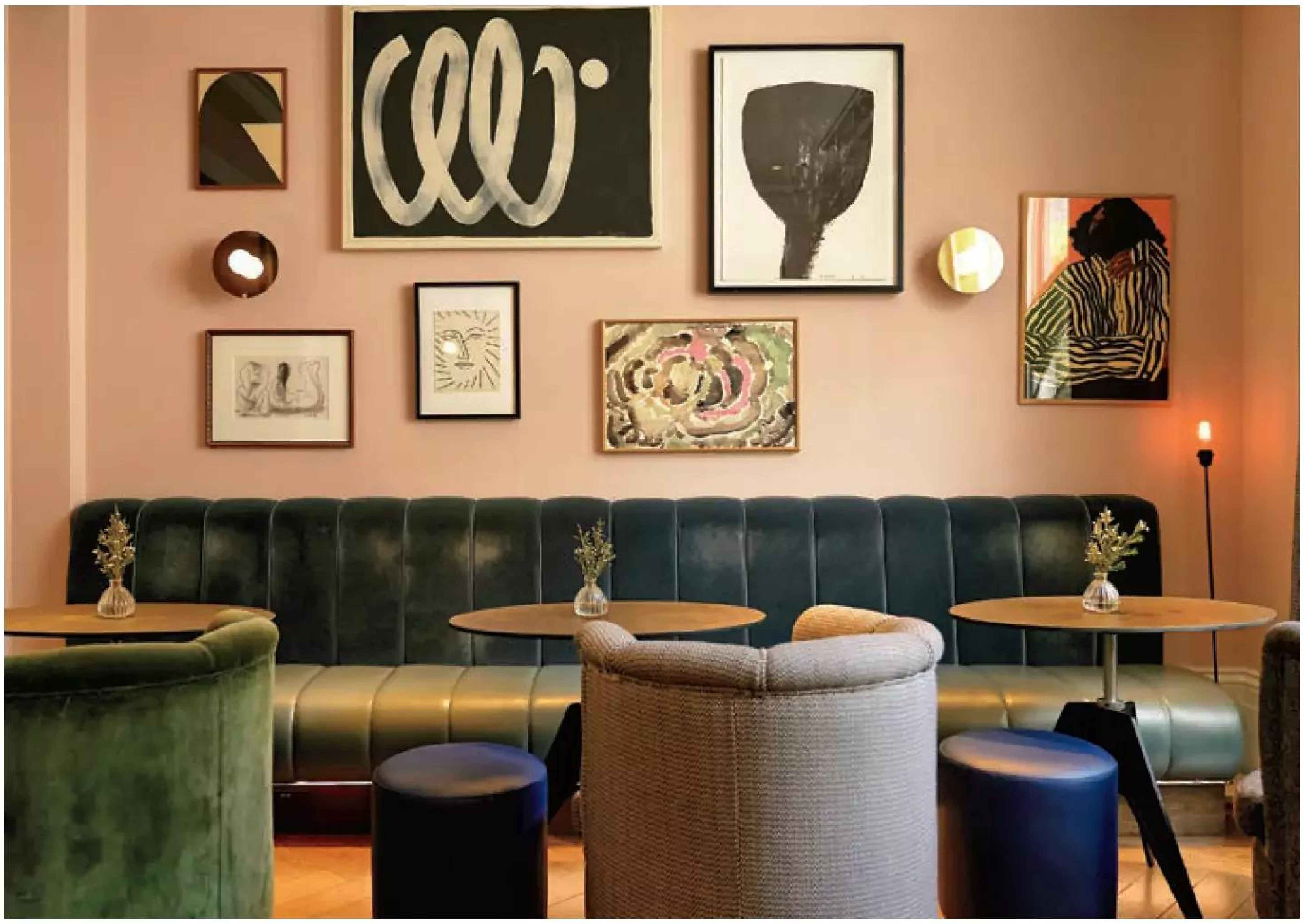
IMAGES GENTL + HYERS

Home Style

A boutique hotel in London's Notting Hill offers residential luxury

STORY BY
TERRY ZARIKIAN

The Laslett London



Celebrities come and go unnoticed because the clientele is discreet.

CLOCKWISE FROM TOP The Henderson Bar & Kitchen; exterior; master bedroom suite

IMAGES **THE LASLETT**

IN LONDON, ONE of the world's most cosmopolitan cities, there are any number of famous grand hotels. So it was a pleasant surprise to find among them The Laslett, the only stand-alone hotel operated by Living Rooms, a unique collection of suites and residences situated at central London addresses, each combining the services of a hotel with the privacy and space of a home. Located at 8 Pembridge Gardens, Notting Hill, less than a minute from the Notting Hill Gate Underground station, it is an ideal base from which to explore the city. More than 50 guest rooms are spread across five Victorian mansions cleverly disguised as a stylish friend's town house, reflecting an authentic home-away-from-home vibe. Architectural and interior designers Waldo Works captured the heritage of Notting Hill, using inspiration from places like the nearby Portobello Road.

Rooms vary in size, from cleverly designed compact "spare rooms" to spacious master bedroom suites, all of which make guests feel equally welcomed and pampered. Modern furnishings from British designers, including Pinch and Race Furniture, are surrounded by artifacts, a selection of well curated books, and curiosities from local antique dealers such as Jerome Dodd.

Celebrities filming in Notting Hill usually stay at this hotel (of course they shall remain nameless), and others come and go unnoticed because the clientele at The Laslett is low-key and discreet. There is no grand lobby, nor is there a need for one. Instead, a multifunctional space spread across the ground floor of two of The Laslett's town houses contains a coffee shop, bar/kitchen, gallery and concept store.

My breakfast at The Henderson Bar & Kitchen was superb. As simple as an order of soft scrambled eggs with Cumberland sausage sounds, those eggs were electric orange, creamy, silky and bursting with fresh flavor. The sausage was in a class of its own, robust, juicy and tender, while Sally Clarke's perfectly toasted sourdough bread was just waiting to be schmeared with plenty of beautifully churned sweet butter. Meanwhile, the inviting outdoor Terrace features wines from Ridley Scott's vineyard, Mas des Infermières. Weather permitting, this is a most civilized neighborhood hangout, comfy and serving farm-to-table fare.

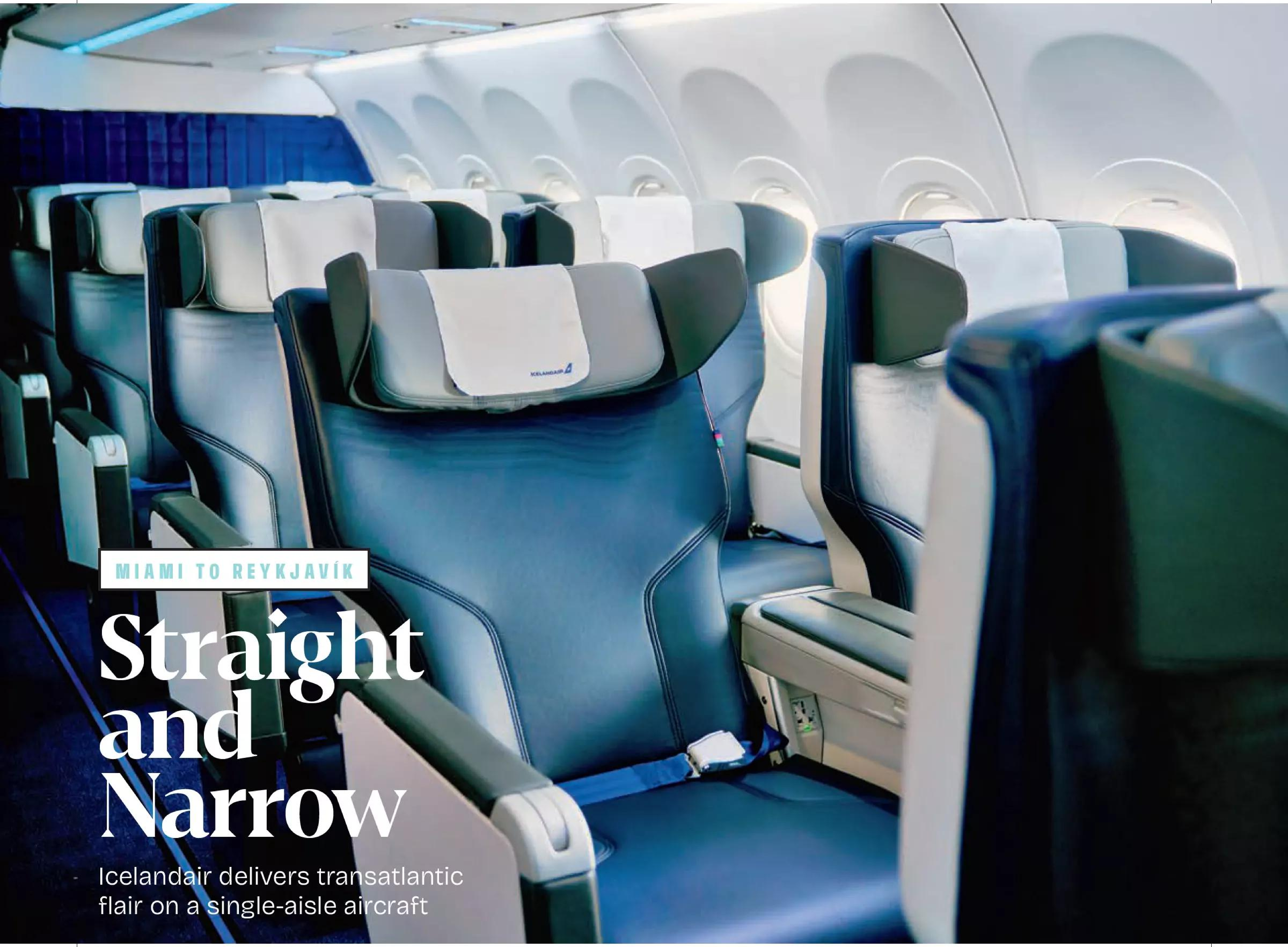
Ideal for long-distance travelers, the spa at The Laslett offers a unique combination of cutting-edge procedures focused on strengthening immunity, boosting energy levels and stimulating brain activity. Guests can experience an IV drip, an effective way to receive vitamins, minerals and amino acids quickly and efficiently. But the egg-shaped Ozone Sauna is a must-have relaxation treatment. I found myself immersed in a comfortable cocoon detoxifying my body with a warm ozone and infrared sauna while a stream of cold oxygen gently entered my nostrils and cooled my face. It was invigorating and made me feel renewed after a nine-hour flight across the Atlantic with little sleep.

BEST FOR

A refined stay that feels like a home away from home in central London.

VERDICT

More than a hotel, The Laslett symbolizes a return to a more romantic era, where everything happens at a slower pace. It offers peace of mind in an attainable haven.
living-rooms.co.uk



MIAMI TO REYKJAVÍK

Straight and Narrow

Icelandair delivers transatlantic flair on a single-aisle aircraft

FOR DECADES, LONG-haul flying has been the exclusive territory of wide-body aircraft. Yet a new generation of long-range narrow-bodies is reshaping global route maps.

These fuel-efficient jets allow airlines to serve "long-thin" markets once impossible to justify with bigger aircraft. For Icelandair, in the midst of replacing its 757s and 767s, the Airbus A321LR is the key to expansion. It stretches the carrier's reach to destinations such as Miami and Istanbul—previously out of range.

For me, this was a first: a long-haul flight on a single-aisle jet. Could comfort and calm survive the squeeze? I was about to find out aboard Icelandair's inaugural Miami-Reykjavík service.

Check-In & Preboarding Ceremony

Check-in at Miami International's Concourse E felt ordinary—until reaching Gate E10, which had been transformed into an Iceland-Miami celebration. Black curtains enclosed the area, creating a night-sky illusion lit by blue and yellow spotlights that mimicked the northern lights. Inside, the mood was electric. Salsa dancers performed to Latin beats beside a Cuban coffee barista station. A towering cake displayed both cities' skylines, commemorating Icelandair's 19th North American destination.

At 4:45 p.m., CEO Bogi Nils Bogason addressed the crowd: "Our new plane enables us to reach destinations that were previously out of range. This route connects travelers from Miami to our 38 European destinations via Iceland—and vice versa."

In a warm exchange, Bogason presented Miami officials with a hand-knitted Icelandic sweater made by an Icelandair employee, while the airport gifted him a traditional guayabera shirt. With applause, the ribbon was cut—launching Icelandair's new era in South Florida.

The Cabin

Boarding began at 5:25 p.m. The new aircraft gleamed under the evening sun, and the interior featured a softly lit blue cabin and that unmistakable "new-plane" scent.

Saga Premium, Icelandair's business class cabin, features 22 recliner seats arranged 2-2 across five rows on one side and six on the other. The design channels Scandinavian restraint—clean lines, cool tones and subtle textures. Behind it, 165 Economy seats fill the

cabin, including several extra-legroom rows. The crew, composed of seasoned Icelandair attendants, greeted passengers warmly and distributed blankets and pillows—though no amenity kits, a small omission noticeable later in the night.

The Seat

Built by Italian manufacturer Geven, the recliners are wide and plush, closer to U.S. domestic first than European business class. They offer deep recline, adjustable legrests and footrests with a generous pitch.

Lumbar support is limited, and the seat doesn't go fully flat, but its width and comfort make up for it. Each is equipped with dual USB-C ports and Bluetooth audio pairing.

The Flight

Pushback was on schedule. As we taxied out, two fire trucks created a glittering water-cannon salute, their arcs sparkling against the Miami dusk—an emotional moment for everyone on board.

Once airborne, the quiet of the LEAP-1A engines was striking. The first difference from wide-body flying soon appeared: Only one lavatory served the 22-seat cabin, and a small line formed seconds after the seat-belt sign went off. Rows 1–3, near the galley, caught spill light from crew activity—noticeable for light sleepers. The absence of eye masks and earplugs made rest trickier.

Service began two hours after departure and lasted until the four-hour mark—a slow but understandable rhythm given space constraints. Between courses, the cabin lights dimmed to a cool indigo. I reclined, stretched the legrest and dozed for 90 minutes.

No prelanding service followed. As dawn approached, the experience felt more premium than its layout suggested.

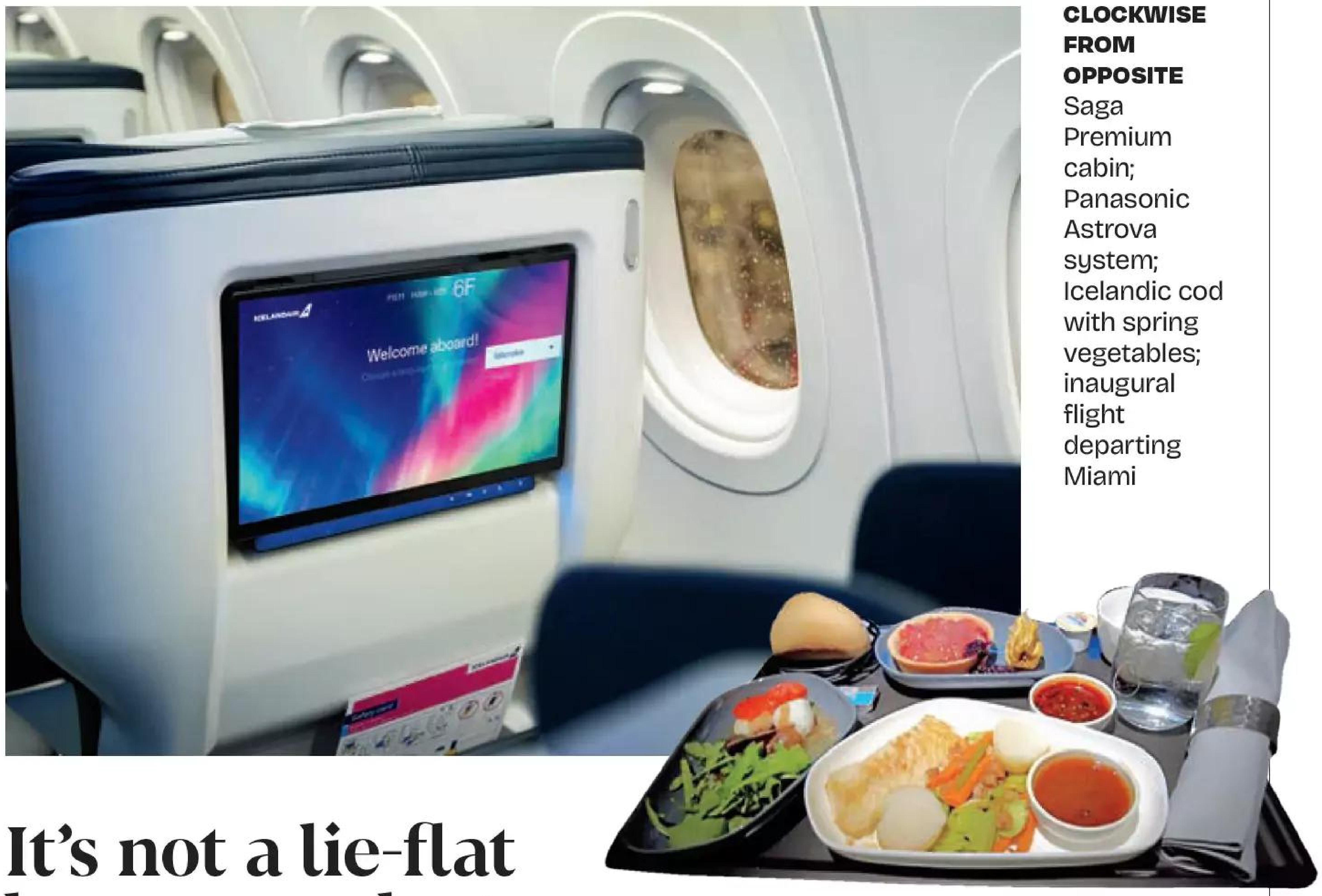
In-Flight Entertainment

Icelandair is the launch customer for Panasonic's 4K Astrova OLED 16-inch system, and it's a genuine showpiece. The screen delivers crisp 4K resolution with rich color depth and near-perfect blacks. Beneath it, a modular peripheral bar houses two USB-C ports capable of a combined 67 watts—enough to power a laptop—along with tactile buttons for volume and brightness. The interface is fluid and intuitive, reminiscent of a modern tablet rather than a clunky aircraft menu.

Icelandair's noise-canceling headphones performed admirably, with deep bass and crisp highs. Combined with the vivid screen, the audiovisual experience rivaled that of many wide-body premium cabins. It's rare to call airline tech "cutting-edge" without exaggeration—but here it fits.

IMAGES LEFT AND RIGHT: ICELANDAIR. BELOW: GIANFRANCO ABRUSCI

ICELANDAIR



CLOCKWISE FROM OPPOSITE Saga Premium cabin; Panasonic Astrova system; Icelandic cod with spring vegetables; inaugural flight departing Miami

> It's not a lie-flat luxury product, nor does it try to be.

Food & Beverage

Catering impressed from the start. Menus appeared 20 minutes after takeoff, listing two main courses: Icelandic cod with spring vegetables and champagne-vinegar sauce, or a beef poke bowl with rice, quinoa, shiitake mushrooms, carrots and perilla sauce.

I chose the cod—succulent, perfectly cooked, and paired with a light vegetable medley. The appetizer, a mozzarella and peach salad with pecan chutney, offered balanced sweetness, while dessert—a strawberry tart with blueberry compote—closed the meal beautifully. Beverages showcased Icelandic flair, including a gin library of six local distillations. The predeparture drink was a crémant sparkling wine—not champagne, but lively and refreshing. Coffee and tea followed, along with a surprise gift: an Icelandic chocolate bar for every passenger. The crew's enthusiasm was infectious—even a simple toast felt like part of something historic.

Arrival

Descent into Keflavík revealed Iceland's coastline under a pink and silver light. We touched down 20 minutes early, greeted by an empty terminal. Immigration was effortless, and passengers disembarked smiling—many still holding their souvenir chocolates.

BEST FOR

Value-minded travelers bound for Europe and using Icelandair's stopover program, and anyone curious about the next frontier of transatlantic flying.

VERDICT

This new seasonal route marks a confident step into the narrow-body long-haul age. It's not a lie-flat luxury product, nor does it try to be. Instead, it offers a balanced, modern way to cross the Atlantic—one that blends practicality with a dash of Icelandic character. For purists, the wide-body romance will linger, but this sleek newcomer proves that long-haul travel can thrive on a single aisle.
icelandair.com

STORY BY
JACLYN TROP

**British Airways Lounge
Miami International Airport**

London Calling

A lounge combines British style with Florida flair

BRITISH AIRWAYS has opened its largest lounge in the U.S. just in time for the airline's busy winter season at Miami International Airport. The 13,000-square-foot lounge is the second largest for the carrier, following its flagship lounge at Heathrow Airport. It has been relocated to Concourse E, bringing it closer to the gates. Travelers must use the MIA e Train to connect from Concourse E's main building to a satellite building that services Gates E20 to E33.

The Lounge

The lounge operates daily from 1 to 11 p.m. It is available to British Airways First and Club World customers, as well as Club Gold and Silver members and Oneworld Sapphire and Emerald status holders. Upon arrival, guests are welcomed by a floor mural featuring the words "London Calling," which can be seen through the mirrored ceiling.

Inspired by art deco elements and British heritage, the lounge features three-sided windows, local craftsmanship and premium amenities. Designers incorporated ample seating for 220 guests, an alluring mix of private nooks for working, dining or relaxing, as well as sweeping, sun-filled views of the airfield. "This is one of those special lounges that has windows on three sides of it," Calum Laming, chief customer officer, said at the lounge's grand opening. "That doesn't happen very often."

As the airline's first stand-alone lounge at MIA, the aesthetic hints at what's to come. The launch of the new design concept is part of a $9 billion transformation program, along with the opening of a lounge in Dubai.

The airline worked with design firm Gensler to create an aerie that fuses British hospitality with Magic City flair. Natural wood, Boss Design aviation-grade seating on soft blue leather upholstery, red velvet accent pillows, and marble stone finishes speak to the airline's trademark aesthetic. Meanwhile, neo-deco fittings, semitranslucent reeded glass and local steelwork nod to Miami's cultural heritage, bolstered by a partnership with Miami-Dade's Art in Public Places.

Though other lounges may boast more square footage, the sprawling floor plan contains five flowing yet distinct zones for socializing or grabbing a moment of solitude.

Food and Beverage

The focal point is a full-service bar. Its velvet barstools, brass hardware and top-shelf liquor evoke a destination more akin to happy hour at an upscale city bar. Bartenders serves cocktails, local ale and a Prickly Margarita unique to the Miami lounge.

FROM TOP Oversized shower suite; full-service bar

IMAGES COURTESY OF BRITISH AIRWAYS

The main dining space features self-serve stations delivering a British twist on seasonal Miami produce. Guests traveling in First Class or those with a Concorde Room card have access to the exclusive Concorde Dining Room, a brasserie-style restaurant tucked behind the main buffet. The à la carte menu features elevated dishes such as Wagyu beef strip loin with roasted trumpet mushrooms and a truffle reduction or roasted diver scallops with osetra caviar, black garlic beurre fondue and yucca puree. Champagne and English bubblies, including Pommery Cuvée Louise 2005, are available.

Amenities

A pair of oversized shower suites provides ample space for freshening up. The shower rooms and bathrooms are each outfitted with thick marble countertops and premium hand wash and lotion from Elemis, evoking an upscale boutique hotel.

BEST FOR

Cocktail connoisseurs, jet-set executives and anyone who likes their preflight vibes shaken, stirred and kissed by a little South Beach sunshine.

VERDICT

This lounge proves that transatlantic travel can still feel glamorous—even before takeoff. With art deco flair, refined dining and a killer gin cocktail list, this is where jet lag meets its match. Heathrow may have heritage, but Miami now has attitude.
britishairways.com

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Le Veau d'Or
New York City

STORY BY
TERRY ZARIKIAN

The French Dispatch

A classic Gallic bistro revisits favorite dishes on the Upper East Side

THIS NYC CLASSIC has been resurrected thanks to the extraordinary talents of chefs Riad Nasr and Lee Hanson, the creators of Frenchette and Le Rock, two popular French-inspired restaurants. Established in 1937, the original changed hands a few times, and its clientele evolved into a mix of old and young culinarians seeking authentic, delicious French food.

The cozy décor hasn't changed much. It's less cluttered than it used to be, still retaining its banquettes, red checkered tablecloths, walls covered with mirrors and wooden panels, and the perennial black bistro chairs.

Lunch and dinner are prix fixe: $85 and $135, respectively, with an abundance of delicious dishes. I witnessed the table next to me ordering a second portion of the famous escargots, and when mine came I was equally delighted. Five small vessels encased the plump snails covered in butter, garlic and parsley, each on a bed of wonderful tomato concasse. Realistically, one could share this appetizer as it's rich and boldly flavored.

Other appetizers include the frog-legs persillade, a sizzling casserole of seared frog legs swimming in a pool of garlic and parsley butter. For those who appreciate calf's head, *tête de veau* ravigote bonds jellylike cubes of veal head in a terrine, served with hard-boiled egg quarters. Similar but more approachable is the pâté en croûte, creamy duck and pork pâté dotted with fatty pork, a wonderful shareable starter. Continuing with the hardcore French cookery, tripes à la mode is an acquired taste, but I opted for the light and crisp *goujonettes* of fluke with sauce tartar.

Entrées range from hanger steak with béarnaise or poivre sauce and delightful potato *frites* to the popular duck *magret* with cherries. Other options include *homard* macédoine, lobster served with salad and fine herbs, and *poulet à l'estragon*, a creamy chicken with tarragon. Over lunch, they served me one of my favorite dishes (a rare find on menus nowadays): sautéed veal liver l'eschalots, with a perfect sear and pink center, all lightly covered with caramelized shallots and blond raisins. What a delight for those of us who love liver and other offal. The wine list seems pricey compared to the food, but every selection pairs perfectly with any dish. A grand finale of favorites—*île flottante*, a large meringue drizzled with caramel atop a superb crème anglaise; riz au lait, rice pudding; and the house-made chocolate mousse—left us happy for the rest of the day.

BEST FOR

Authentic French food served in a cozy bistro dining room. The escargot and frog legs are undeniably among the best.

VERDICT

One of the best French restaurants to reappear in NYC. A flashback to good French cuisine at a reasonable price prepared by experts Riad Nasr and Lee Hanson from Frenchette and Le Rock. *lvdnyc.com*

FROM TOP Dining room; lobster with salad; classic banquette

IMAGES GENTL + HYERS

Red Phone Booth, Miami

STORY BY
TERRY ZARIKIAN

Password Protected

A clandestine bar provides classic cocktails and vintage style in the heart of Miami

INSPIRED BY THE speakeasy vibe of the 1920s, Red Phone Booth is a secret cocktail spot serving excellent versions of vintage drinks in a sophisticated setting. With a membership one receives immediate access to the venue and perks including priority seating and private tastings. Everyone else must visit the website and hope to secure a secret code. When it is received, guests can go to Miami's Brickell district and find a restored customized London phone booth on the street. Dial the code, and just like that, with one click, a door swings open to reveal a candlelit space with plush leather sofas, a honey-onyx bar and the hum of jazz. Classic drinks such as the Sazerac, smoked old-fashioned and a modified whiskey sour are expertly prepared in an orchestrated process that features hand-chipped ice, fresh-squeezed juices and a precise selection of spirits to elevate your cocktail.

Prohibition-era bites to go with the drinks include a jumbo shrimp cocktail with a Rémy Louis and house cocktail sauce and beef tenderloin on a pretzel bun topped with horsey sauce (creamy horseradish). Classic Neapolitan pizzas include the Margherita DOP made with San Marzano tomato sauce, *fior di latte* mozzarella, fresh basil and extra-virgin olive oil. Another seven variations are also freshly made, satisfying a craving for this delectable dish.

The aviation, a cocktail inspired by the pilots of the early 1900s, is perfectly balanced with gin, crème de violette and fresh citrus juice for a tart and sweet sensation. The zombie, a concoction created in 1934 by Donn Beach, is an alcohol-fueled classic painstakingly layering various rums and fruit juices. The Hemingway daiquiri features white rum, fresh grapefruit juice and lime juice, while a strong smoked old-fashioned, a cocktail created in the 1880s, blends Four Roses bourbon, La Perruche sugar cubes, Angostura bitters and citrus peel before it's smoked with hickory wood.

A favorite is the Sazerac, created by Antoine Peychaud using his own Peychaud's bitters. Red Phone Booth combines this with its selection of rye whiskey plus a Herbsaint rinse, making this New Orleans classic extra special. And like the pisco sour, the modified whiskey sour is foamy with egg whites and spotted by bitters.

FROM TOP Cocktail preparation; the eponymous red phone booth that allows entry

IMAGES **RED PHONE BOOTH MIAMI**

BEST FOR

An escape into a Prohibition-style speakeasy bar where everyone is there to enjoy the same things you are.

VERDICT

Red Phone Booth is a creative bar concept found in Dallas, Atlanta and Nashville as well as Miami. This could easily become your favorite place for clandestine experiences.
redphonebooth.com

STORY BY
JEREMY TAYLOR

Aston Martin Vanquish Volante

Fast & Furious

Aston Martin's new supercar offers unprecedented drama

DIAMOND ANNIVERSARY In 1965, the Volante—Italian for "flying"—became Aston Martin's flagship model, and the latest version continues to raise the bar

THE WORLD'S FASTEST front-engine convertible is also a celebration of 60 years of open-top motoring at Aston Martin. The Vanquish Volante bristles with performance, dashing from zero to 62 mph in 3.4 seconds and on to an exhilarating top speed of 214 mph. Its lineage can be traced to the original Short Chassis Volante of 1965—born at a time when President Lyndon Johnson occupied The White House and the Chevrolet Impala was America's favorite car. The luxury British marque then launched a convertible version of James Bond's iconic DB5, offering elegance and power in a beautifully sculpted package.

Powered by a 5.2-liter V12 engine producing 824 hp, the new Vanquish Volante is a beast of a grand tourer. Thirsty and pricey at $468,000, it's a car of outsize dimensions that still only has seating for two.

However, for those like me who are lucky enough to drive this breathtaking Aston Martin, the Vanquish boasts remarkable ability and is ridiculously quick in Sport mode. A titanium exhaust provides the soundtrack to an epic driving experience.

The fabric roof will pop up or down in 16 seconds, traveling at speeds of up to 31 mph. Layers of insulation ensure passengers forget they are in a convertible. Only the miniscule trunk is a drawback (a shelf behind the seats does add extra luggage space).

One of a new generation of Aston Martin cars, it features an interior that is vastly improved over previous models. That includes the infotainment system, built in-house with up-to-date features. True, the latest Aston Martin Vantage convertible is cheaper, but the Vanquish Volante offers unprecedented drama and is awesome enough to rival the best of Ferrari. ***astonmartin.com***

IMAGES **COURTESY OF ASTON MARTIN**

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New Year, New Hue

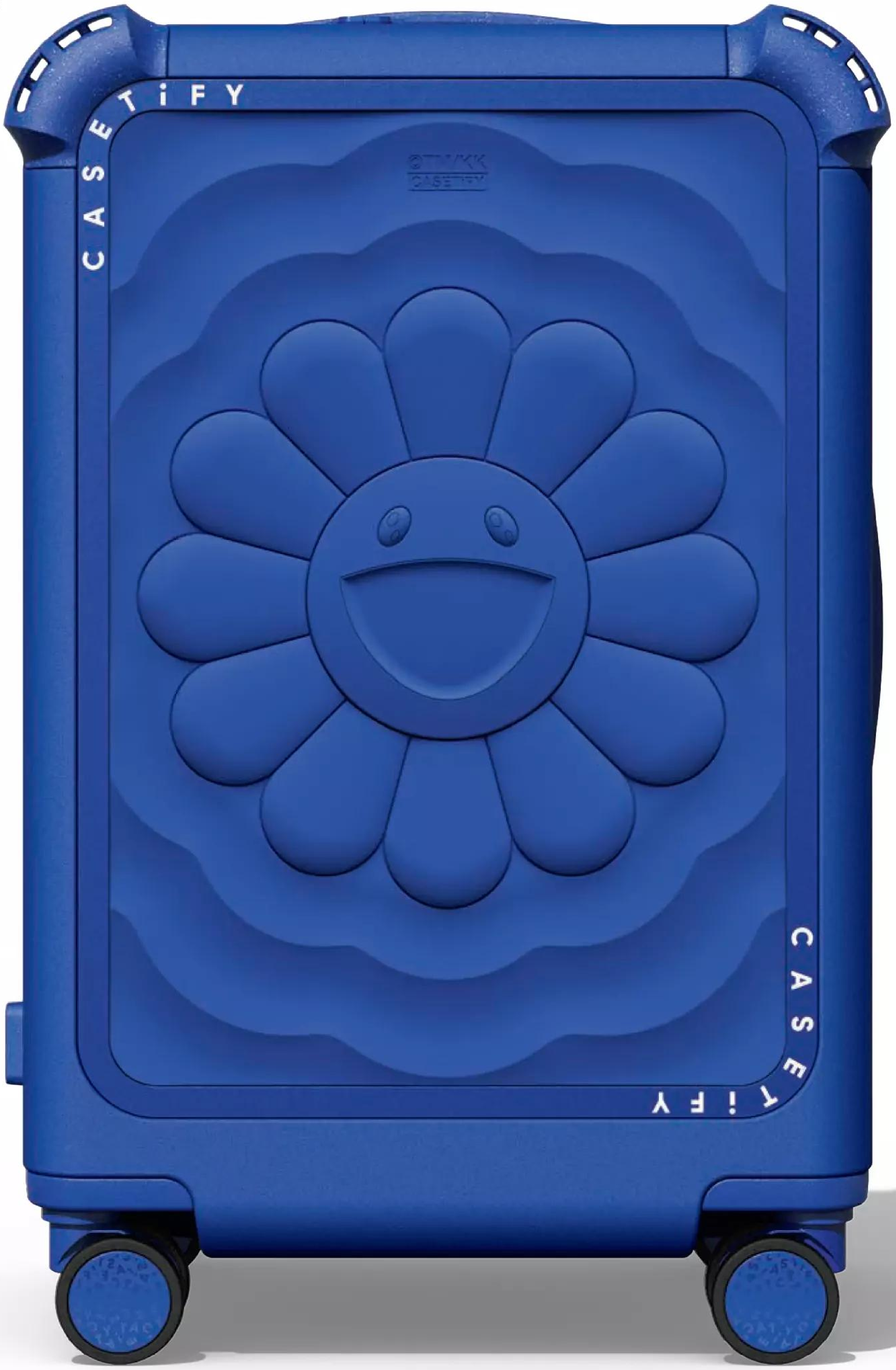
Sensational colors make these pieces pop

HERE IS PERHAPS the safest prediction for 2026: Bright colors will be everywhere. Across a vast array of consumer product categories, from fashion to home decor, vibrant hues have dominated the year's most recent debuts, and luggage is chief among that trend.

And why not? From a practical standpoint, purchasing a bag in a bold color ensures it will stand out on the baggage carousel, a strategy that's infinitely better than tying a red ribbon onto the handle of your ubiquitous black suitcase. (By the way, you're not fooling anyone—we all do this, as you'll discover when you grab someone else's bag also accented with a red ribbon. The odds are against you.)

> "Vibrant hues have dominated and luggage is chief among that trend.

But psychology also plays a role. Historically bright colors not only symbolize optimism and positive energy, but also instill a sense of enthusiasm in the consumer during the product's lifespan. That process starts the moment a color catches your eye and inspires the purchase, but it's then repeated—activating your brain via the release of dopamine—every time that item is retrieved from your closet. Because travel comes with a plethora of challenges, why not add an element of joy to the process?



Takashi Murakami x Casetify: Flowers Bloom Carry-On

Murakami ranks high on the list of visual artists who have lent their talents to product collaborations. In addition to relationships with Louis Vuitton and Dom Pérignon, the Tokyo-based artist also has aligned himself with Casetify, the Hong Kong-based lifestyle brand. In October Casetify debuted the latest collaboration, a collection that includes the Ripple Carry-On Suitcase in a variety of bold hues, such as the cobalt blue seen here. The 33.8-liter hard-shell carry-on bag is embossed with Murakami's iconic Flowers motif, while the interior features a magnetic impression system, zippered sleeves and pockets and a hidden pocket that holds a smart tracker. ***$750, at casetify.com***

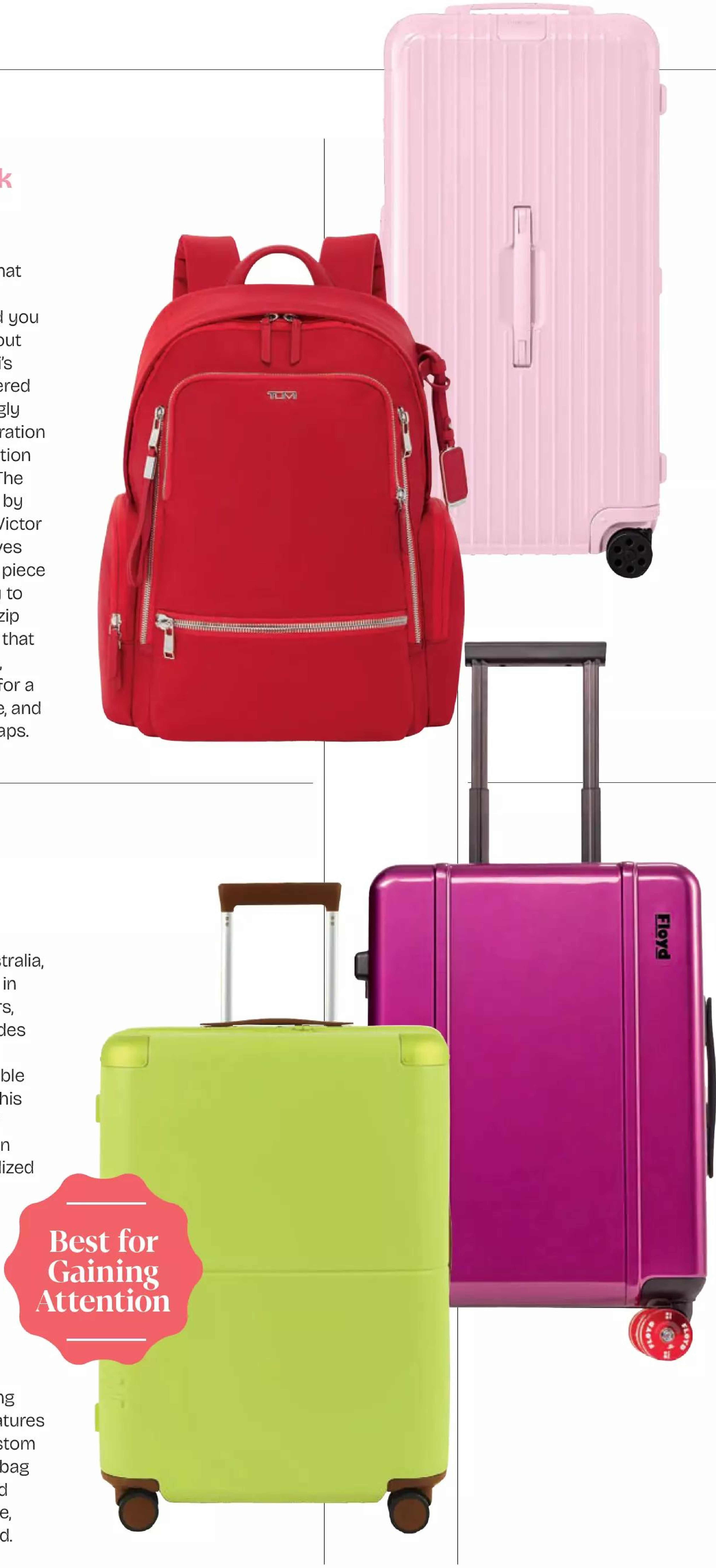
STORY BY
LAURIE BROOKINS

Tumi Voyageur Celina Backpack in Tumi Red

Why carry a backpack that looks like the black bag literally everyone around you is also sporting? Check out this new style from Tumi's Voyageur collection, offered in a bold color that fittingly takes its name and inspiration from the brand's celebration of its 50th anniversary. The backpack was designed by global creative director Victor Sanz in the hue he believes exudes confidence. This piece offers a double-zip entry to the main compartment, zip entry to a compartment that accommodates a laptop, phone pocket, a pocket for a bottle, leather top handle, and adjustable backpack straps.
$495, at tumi.com

Rimowa Essential Trunk Plus in Ballerina Pink

The brand does a terrific job with limited collections in fashion-focused colors, most recently a group of pieces in a hue they have christened Ballerina Pink. Released in October, this seasonal color for the brand's Essentials line includes this 101-liter Trunk Plus, which weighs an impressive 11.9 pounds given its size. Designed to accommodate enough for two weeks or more of travel, the Essential Trunk Plus features a dual-organization interior, the brand's proprietary Multiwheel system and a telescopic handle designed to be set at the height of your choice.
$1,525, at rimowa.com



Best for Gaining Attention

July Checked Expandable in Pistachio

Based in Melbourne, Australia, July has always excelled in highlighting unique colors, and for spring that includes a palette of limited hues for its Checked Expandable bag, such as pistachio. This 80-liter bag is crafted of aerospace-grade German polycarbonate and anodized aluminum corner bumpers, while inside, the nylon lining is water-resistant and includes the brand's proprietary Y-strap compression system. And while other bags offer three, four or six stops on their telescoping handles, July's handle features 20 stops to ensure a custom feel as you're rolling the bag through the terminal. And in this bright green shade, you're sure to get noticed.
$375, at july.com

Floyd Cabin Carry-On in Magic Purple

A truly global brand, Floyd is based in Germany and inspired by the California skate culture. Floyd stands out with its selection of unique colors—in not only its luggage but also its wheels, which can be interchanged easily on your favorite Floyd case. The Floyd Cabin carry-on seen here in the brand's Magic Purple, for example, comes with standard wheels, but if you're feeling whimsical about your luggage, order another set of wheels in Laser Green or Monster Yellow for an additional $75 and you'll roll through the terminal in style. The 41-liter case features an interior in orange recycled poly satin, while the aluminum-frame bag also comes with a three-digit TSA lock and Floyd drawstring duster and shoe bag.
$745, at floyd.one

IMAGES **COURTESY OF CASETIFY; TUMI; RIMOWA; JULY; FLOYD**

FROM OUR PARTNERS

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75009 Paris
Pigalle metro

In Paris, HOY has reimagined the hotel as a sanctuary for slow living and conscious connection. Founded by Charlotte Gomez de Orozco, the property was conceived as a place where travelers and locals alike can pause, recharge, and embrace a more mindful pace in the heart of the city. At the center of the experience is MESA, a plant-based restaurant that draws inspiration from Latin American traditions. Serving breakfast through dinner, its 100% vegan menu is vibrant and inventive, often enhanced by guest chefs who bring new flavors and creative energy. 22 guest rooms offer a retreat from the city's bustle. Designed with soft tones and natural materials, they replace distractions with thoughtful details that encourage balance: stretching bars, organic French cosmetics, and Binchotan charcoal for naturally purified water. The atmosphere is calm, sustainable, and restorative. Wellness extends beyond the rooms. HOY's yoga studio hosts infrared classes, while holistic treatments range from Reiki and sound therapy to massage and traditional medicine. Florería, a flower shop curated by Japanese florist Chiaki Kokami, adds a final touch, offering weekend workshops that celebrate nature and creativity. HOY is more than a stay—it is a complete wellness journey in Paris.

HOYPARIS.COM

Photos Courtesy of HOY

Gallery at The Savoy

The Strand, WC2R 0EZ London

At London's iconic Savoy, Gallery redefines all-day dining with a touch of heritage and modern flair. From breakfast through dinner, the menu nods to culinary pioneer Auguste Escoffier with inventive dishes such as sole tacos inspired by his famed Sole Veronique. Highlights include Cornish tuna tataki and a charcoal-grilled chicken tikka pie, crafted with the finest British produce. Recently opened, Twilight Tea reinvents afternoon tea for supper, pairing savoury bites with creative scones from Scoff and Nye timber sparkling wine. Designed by Studio Shayne Brady, Gallery's elegant interiors blend history and contemporary design, creating a vibrant, welcoming destination.

THESAVOYLONDON.COM

Photos courtesy of Gallery at The Savoy; Pagoda Lifestyle Hotel

Pagoda Lifestyle Hotel

Via Delle Fornaci 7
80077 Ischia, Italy

This Italian oasis on the island of Ischia is located less than ten minutes from the central port and provides all the necessities for a coastal getaway. Jump directly off rock platforms into the glistening Mediterranean waters or freshen your tan poolside overlooking tranquil surroundings. Each room and suite features fitted crisp white linens and neutral tones. Fulfill your fitness needs at the rooftop gym, and recover at the spa's sauna with a traditional Turkish hammam. Local flavors are showcased at sea-view restaurant Al Faro.

PAGODAHOTEL.IT

STORY BY
EDEN HERBSTMAN

QUEEN OF COMEDY

Comedian Sandra Bernhard has been elevating the conversation, approaching political and cultural topics with wry humor. New York audiences can get a taste at her show *Caught Off Guard* before she heads to Australia for more performances. She's also on the big screen in *Marty Supreme*—"that role is a feather in my cap." Her travel irritation? Passengers keeping the shades down midflight. "I've always enjoyed the window seat. Looking out sparks my imagination for writing and creating." Here, her favorite travels.

Morocco

"I find it so beautiful and spiritual. Hearing the call to prayer is amazing. I also love a hammam where they scrub you down. I stayed at Franca Sozzani's *riad*—she was the editor in chief of *Vogue Italia*. She had so many great artifacts. My favorite smaller town is Essaouira on the beach."

New Orleans

"I've been many times to perform, but not so many times on vacation. It was great to just hang out. I stayed at Maison Métier—it looked great—and ate at Pêche, Lilette, Galatoire's and an Israeli restaurant, Shaya. It's been a while since I performed there but the crowd is always great when they know who they're coming to see."

Provincetown, Massachusetts

"I've been going to P-town for years, but recently just fell in love with it. It's like at the end of America—it's just so far out on the Cape. P-town is an enclave for artists and eccentrics. Freemans is a really good restaurant, and Café Heaven is always good for breakfast."

Cotswolds, England

"I have to be honest—London wasn't great the last time I was there. But I really love the Cotswolds. I stayed at a cute place—I'm not going to say where because it's already overrun by Americans. It's a really cool inn. The only downside is I can't drive on the opposite side of the road. I probably won't ever live there but I'll keep visiting."

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